

# Dimensions



Defense Logistics Agency

Winter 2005

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# ★★★ From the Director

**T**he Defense Logistics Agency (DLA) continues to respond to evolving logistics scenarios.

The efforts of DLA personnel are improving support to our Armed Forces in the United States and throughout the world.

One of the Agency's efforts is the DLA Forward Stocking Initiative. By using surface transportation to pre-position wholesale stock close to deployed and overseas customers, we can meet required delivery dates for orders and minimize transportation costs. In support of the Global War on Terrorism, DLA has shipped \$24.8 billion of materiel weighing in at 391,000 short tons from its distribution depots.

We have also established a DLA Contingency Support Team in Baghdad to provide all classes of supply, except for ammunition and major-end items, to the military forces supporting Operation IRAQI FREEDOM. Team members are forward deployed to provide rapid support to the warfighters. Additionally, the team works in direct coordination with DLA's Defense Distribution Center to track and expedite all incoming requisitions from the military services.

DLA is working with the Air Mobility Command and as a result of that teamwork, military customers will see faster and more efficient handling of air cargo shipments. The teamwork is part of the ongoing Distribution Process Owner (DPO) partnership between the U.S. Transportation Command and DLA. The DPO seeks to synchronize the supply chain processes to provide seamless flow of materiel through the pipeline.

DLA is taking another step forward in advancing customer support by formally expanding the established customer-facing organizations at Defense Supply Center Columbus, Defense Supply Center Richmond, and Defense Supply Center Philadelphia. These directorates of customer operations will provide supply support and service as DLA transfers items into Business Systems Modernization.

On the environmental front, DLA has reaffirmed its commitment to being a good environmental steward with its adoption of the internationally recognized standard for Environmental Management Systems, ISO14001. All Federal Agencies are



required to meet this goal by the end of 2005; however, DLA has crossed the finish line well ahead of the pack.

Behind these efforts is a dedicated DLA workforce. I have seen firsthand how the men and women in DLA rise to meet new challenges and new expectations. You are the heart and soul of logistics to our servicemen and women around the world. ♦

KEITH W. LIPPERT  
Vice Admiral, SC, USN  
Director

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*On the cover: Two U.S. Air Force F-16C Fighting Falcons launch flares during a combat mission over Iraq in August 2004. The Falcons are attached to the 332nd Air Expeditionary Wing, Balad Air Base, Iraq. (DOD photo by Tech. Sgt. Scott Reed, U.S. Air Force. (Released))*



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# Forward Stocking: Reductions in Cost and Wait Time Improve Service

In support of Operation Iraqi Freedom, the Defense Logistics Agency has shipped hundreds of thousands of Meals Ready-to-Eat, battle dress uniforms, and tons of construction, barrier material and spare parts through air and seaports in Southwest Asia for distribution. Moving high-priority orders by air is quick but costs the military services hundreds of millions of dollars in transportation fees. Moving material by surface is less costly but takes approximately 45 days to reach the customer.

DLA recognized the need to meet required delivery dates for orders and minimize transportation costs. Through the DLA Forward Stocking Initiative, established in the mid to late 1990s, DLA uses surface transportation to pre-position wholesale stock close to deployed and overseas customers. During the Global War on Terrorism, DLA has shipped \$24.8 billion of materiel weighing in at 391,000 short tons from its distribution depots.

The concept is fairly simple – DLA will forward stock material showing regular customer demand. Regular demand is considered four or more orders in a year for two consecutive years. Cmdr. Jimmie Griffiea of DLA Distribution Management Division in Logistics Operations, J-3, said, “The objective is to get the right material to the right locations to meet recurring overseas requirements.” He further stated, “DLA doesn’t want to forward stock low demand items, we would prefer the services to stock less quantities of the items that DLA will stock in the forward depots and spend those dollars on low demand readiness drivers to improve operational readiness.”

Currently, DLA has four forward stocking locations under the FSI program – Garmersheim, Germany; Yokosuka, Japan; Pearl Harbor, Hawaii; and Sigonella, Italy. These four depots support all services in their respective geographical areas with a total of 67,500 NATO stock numbers. DLA plans to open three additional depots – Kuwait, Guam, and Korea – allowing DLA to further

improve services to the warfighter. Guam will stock approximately 4,200 National Stock Numbered items and Korea will carry 13,800.

A large challenge for DLA is the Southwest Asia customer. DLA already has a small footprint established in Southwest Asia through two initiatives – Forward Site Bahrain and the Central Command Deployment Distribution Operations Center.

In January 2003, as part of an OIF initiative, DLA established a forward presence in Bahrain, pre-positioning 20-foot containers of Class IV materiel (i.e., construction and barrier). Each container was fully loaded with one item type, shipped via surface, and then issued by the container to the Southwest Asia customer.

Approximately 3,300 containers of materiel have been issued from Bahrain.

The second initiative is worked jointly with the U. S. Transportation Command. The CDDOC aims to solve in-theater distribution problems and has already had a positive impact on troop support. CDDOC staffs pin-point where shipments are headed, allocate transportation assets to move the material, and determine when it will move. USTRANSCOM was designated the Department of Defense Distribution Process Owner in 2003.

Establishing a larger presence in Southwest Asia will continue to minimize costs as the U.S. and its coalition partners execute the post-conflict sustainment operation known as OIF II. Using a three-phase approach, DLA is already providing support from the Germany site to Southwest Asia. By fall 2004, DLA had 7,000 NSNs stocked in Kuwait. The final phase will be completed by fall 2005, with an additional 40,000 NSNs in theater.

DLA has been a primary provider for many years and is now recognized as a provider by choice, Griffiea stated. “Over the past few years, DLA’s role in DOD logistics has greatly increased when it comes to contingency logistics planning and execution.” ♦

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requirements.”*

*-Cmdr. Jimmie Griffiea*

# From the Other End of the Supply Chain

By Jessica Walter-Groft  
Defense Distribution Center  
Command Affairs Office

**R**ecognizing the need to expedite the movement of high priority supplies to the warfighters supporting Operation Enduring Freedom and Operation Iraqi Freedom, U.S. Central Command, U.S. Transportation Command and the Defense Logistics Agency, along with other national logistics providers, established the CENTCOM Deployment and Distribution Operations Center at Camp Arifjan, Kuwait, in January 2004. The mission of the CDDOC is to support the warfighter by improving in-transit visibility of materiel moving within the distribution pipeline.

Defense Distribution Center Traffic Management Specialist Bruce Palmer was one of seven DLA representatives on the first CDDOC team, from January to May 2004. He worked as part of the Sustainment Cell that controlled the movement of cargo and commodities from Kuwait to Iraq.

"Each of the Combatant Commanders in-theater needs to see all of his assets so he can prioritize what is being sent to the front," Palmer said. At the CDDOC, Palmer's job was to prioritize the movement of shipments once they hit the ground in Kuwait, enabling the commanders to know what was coming in to the aerial and sea ports 72 hours before it arrived, thus allowing them to organize their limited ground assets.

"We only had a few hours each day to move the cargo because the supply convoys only traveled by daylight due to the danger of moving through a combat zone full of sniper and small arms fire," Palmer said. This was made worse by poor road conditions that turned the 300 mile trip from Kuwait to Baghdad into a two-and-a-half day drive.

Palmer and his team helped to estab-

lish better communication between the ports where the supplies were received and the Theater Distribution Center, the second stop for supplies on their way to the warfighters in Iraq. "We introduced the port operators to the TDC commander in order to give the ports a better understanding of TDC operations and how the two could work together. This helped to give the TDC Commander a



*DDC personnel meet up at the CDDOC in Kuwait: (left to right) Air Force Maj. Joe Farris, of DDC's Strategic Plans Division; Bruce Palmer of DDC's Logistics Operations Division and CDDOC's Sustainment Cell; Marine Corps Lt. Col. David Fisher, Executive Officer of Defense Distribution Depot Susquehanna, Pa., and DDC representative to the CDDOC; and Navy Cmdr. Daniel Palko, of DDC's Strategic Plans Division.*

better idea of what supplies were coming his way and when."

While at the CDDOC, Palmer was in daily contact with his DDC co-workers, getting information about the movement of incoming materiel so he could prioritize the shipments. "The pipeline was always stuffed full of materiel and their support was outstanding—providing information on anything I asked for," he said.

To show his gratitude, Palmer sent the following e-mail message to his comrades in the DDC Logistics Operations Division:

To All Concerned,  
Yesterday, I had the extreme, the ultimate pleasure and honor of riding along

on an Air National Guard C-130 while it carried some of our most valuable assets. The small group of 10th Mountain redeploying troops were coming out of Tikrit, Iraq. I boarded with them in Balad, Iraq. If you have never ridden on a C-130 I must tell you it is almost impossible to hear the person next to you even if they are yelling directly into your ear. But, the cheer that went up as the C-130 lifted off that tarmac was more than deafening.

Being an old (or experienced, I prefer to call it) guy, I got several confusing looks and hands pointing at the patches and emblem on my DCU's [Desert Camouflage Uniform]. I was asked more than once "Who are you and what are you doing here?" I used hand motions to indicate that we could talk once we hit the ground and the engines of the beast we were riding in were killed.

When we landed at Ali Al Saleem Air Base in Kuwait, another round of deafening and drawn out cheers went up and on. As the engines slowly turned down and it got quieter, one soldier asked, "So, okay Pops, who are you and what does 'DLA CIVILIAN' on your patch mean?"

I said, "First of all, I want to thank all of you that can still hear the sound of my voice for your dedication, your sacrifice and your ambassadorship for the past year." Pointing to my chest, I said, "This patch means Defense Logistics Agency, and I work out of the Defense Distribution Center Headquarters where we manage all of the 25 distribution centers around the world. That's where your food, clothing and spare parts come from. We're kind of like your neighborhood Wal-Mart, only we deliver."

The response from those tired, weary young soldiers was instant and simultaneous, "Thank you, thank you, thank you!"

I got to see it, feel it, and it touched

me. Often we come to work, do our thing and head home for the day. Well, I can tell you from first-hand experience, what I saw yesterday was powerful, and I'm extremely proud to share this with you, my co-workers, because it is you they are thanking.

"This [e-mail] was my way of telling them that their contributions to the warfighter were monumental and key to fighting terrorism throughout the region," Palmer commented.

While his co-workers were back home in New Cumberland, Pa., Palmer was spitting out sand and wiping it from his eyes in Kuwait. However, his discomfort did not diminish the pride



*The quarters Palmer called home for five months while working in the CDDOC Sustainment Cell in Camp Arifjan, Kuwait.*

he felt in assisting the warfighter from the opposite end of the supply chain. "It was the most eye-opening distribution process I ever saw being on the other end. I was just amazed by the

amount of materiel and how good we are about shipping it over there."

For his support of the warfighter, Palmer received the Joint Civilian Service Achievement Award that reads, "His analytical skills were instrumental in the safe and timely deployment/redeployment of personnel, equipment, and sustainment cargo in support of Operations Enduring Freedom and Iraqi Freedom. Mr. Palmer's outstanding dedication, professionalism, and commitment ensured success of the largest troop rotation in United States history totaling over 240 thousand troops and 1.2 million short tons of cargo." ♦

# New DLA Contingency Support Team Stands Up in Baghdad

By Joy Kress  
DLA Public Affairs Office

**W**ith the newly formed Multi-National Forces Iraq in place, the call went out to begin operation of sustained wholesale supply support to the more than 150,000 forces in theater.

Defense Logistics Agency has acted at the request of the Deputy Commanding General for Logistics Brig. Gen. Scott West for MFN-I, formerly known as Combined Joint Task Force 7. As a result, a new DLA Contingency Support Team is now in operation.

The team will provide all classes of supply, except for ammunition and major-end items, to the military forces supporting Operation Iraqi Freedom. Formed as DCST-IZ and located in Baghdad, its 11 members will also advise the MNF-I commander in all areas of fuels and hazardous material handling and disposal. Additionally, the team will provide direct coordination with DLA field activities, such as Defense Distribution Center, headquartered in New Cumberland, Pa., to track and expedite all requisitions from the military services.

According to DSCT-IZ's first Commander Marine Corps Lt. Col. Steven Grozinski, shortly after U.S. forces moved into Iraq there was a liaison officer assigned to the MNF-I staff. A DCST was set up in Camp Arifjan, Kuwait, to serve as the reach-back capability to the liaison officer with MNF-I. West sent a request to DLA Director Vice Adm. Keith Lippert for a DCST to be established in Iraq on a permanent basis for the duration of Operation Iraqi Freedom.

Since there were already enough DLA employees

working in Iraq, it was a logical conclusion to shift those players to the new Baghdad team, according to Deputy Staff Director of DLA Logistics Operations Center and DCST Program Manager Carole Christensen.

These volunteers come from all of DLA's field activities and inventory control points. Their knowledge of specific commodities like fuels, as well as waste disposal will eliminate the need for liaison officers from the Kuwaiti team to report to the MNF-I commander.

"Now the DCST commander can work alongside the MNF-I staff, and the Kuwait DSCT can continue to report to the combined forces land component command as it does now," Christensen said.

Arriving in theater in the beginning of June 2004, Grozinski coordinated commodity experts in theater as well as with the inventory control points so there is a smooth transition of the responsibilities of the current Kuwait team to the new Baghdad team.

"By having the team physically in Iraq," Grozinski stated, "it gives the MNF-I commander the ability to reach out and touch someone—that person being me—where he can talk to a real person who has the same urgency. I am his link back to DLA for rapid support."

This immediate contact will not only help America's warfighters be better equipped to perform their missions, this new DCST will also provide infrastructure support, such as repairing damaged pipe lines and storage tanks, to help the new Iraqi government become self-sufficient.

Aside from Grozinski, team members who operate in the physical MFN-I command, control, communications and computers office include Operations Officer and





*Bonnie Murphy, Lisa Smitherman (front row), Army Reserve Master Sgt. Harry McKay, Army Maj. Ed Mason, Marine Corps Lt. Col. Steven Grozinski, Al Gross and Army Reserve Maj. Darryl Crawford (back row) are part of the 11-member DLA Contingency Support Team working in Baghdad. (Courtesy Photo)*

Material Management Specialist Army Maj. Ed Mason from Defense Supply Center Philadelphia; Material Management Specialist Army Reserve Maj. Darryl Crawford from Defense Energy Support Center; Disposal Staff Officer Bonnie Murphy from Defense Reutilization and Marketing Service; DESC LNO Army Reserve Master Sgt. Harry McKay; and LNO to West and Subsistence Prime Vendor Al Gross from DSCP-European Region.

Team members who are customer support representatives located with the major subordinate commands are Ernest Heckathorn from Defense Supply Center Columbus attached to the 13th Corps Support Command; Army Reserve Maj. William Klaus of DDC attached to I Marine Expeditionary Force; Army Reserve Maj. Melvin Wilson from Defense Supply Center Richmond attached to 1st Cavalry; Army Reserve Maj. Phil Patterson from DLA headquarters attached to 1st Infantry Division; and Lisa Smitherman from DSCC attached to 1st Armored Division.

“For DLA to be asked to send a Contingency Support Team to Iraq,” Grozinski said, “is evidence that the warfighter realizes DLA is a force multiplier on the battlefield. DLA’s performance during this operation will set the standard for all future operations throughout the world.”

“DLA is no longer a supporting agency that sits in an office and provides support from the rear,” Grozinski continued, “but rather an agency that takes pride in being forward deployed with its customer. It is through this type of forward deployed support that builds credibility and relationships that last forever.”

DLA is always looking for more volunteers to join contingency support teams in Afghanistan, Bosnia, Kosovo, Kuwait and Iraq. The DLOC also fills positions for U.S. Central Command’s Deployment and Distribution Operation Center. Per DLA Director Navy Vice Adm. Keith Lippert’s request, more positions within DLA are becoming emergency-essential in order for more personnel to qualify for these teams. ♦

# DLA, AMC DPO Team Improves Air Shipment Processes

DLA Public Affairs

**F**aster and more efficient handling of air cargo shipments will be the first improvements military customers see as a result of teamwork between Defense Logistics Agency and Air Mobility Command.

Representatives from DLA's Defense Distribution Center and AMC have met throughout 2004 as part of the ongoing distribution process owner partnership between the U.S. Transportation Command and DLA to improve the support to the warfighter. Early successes include a significant increase in "pure pallets" constructed from DDC depots and AMC aerial ports. Pure pallets are built for a single customer or an authorized group of customers, negating the need for the pallet to be repacked for delivery to the remaining customer. The decreased amount of handling means quicker delivery because the materiel flows directly to the warfighter.

"We're talking about major improvement in the way DLA and AMC work together and how we help our customers," said Vince Trinka, chief of transportation policy in DLA's Logistics Operations Directorate. "The big picture fostered by the DPO is to synchronize all supply chain processes so that, as material moves through various distribution and transportation points, we don't have backlogs, we don't have delays and the material is able to flow through the pipeline seamlessly. These improvements give our customers more information, further in advance, allowing them to plan their workload and keep the materiel flowing," he continued. "The key word is synchronized."

Additionally, in response to a DPO request for DDC to prepare more cargo at its consolidation and con-

tainerization points, a significant amount of the cargo previously sent loose to the AMC aerial ports will be processed at the DLA consolidation and containerization points. This will significantly improve the process of building pure pallets by providing the DDC consolidation and containerization points more volume through a single consolidation point, equating to fewer and larger pure pallets moving more quickly to the warfighter.

*"We're talking about major improvement in the way DLA and AMC work together and how we help our customers."*

*-Vince Trinka*

"DLA and AMC are committed to the remarkable men and women serving our country today," said Patricia Kuntz, chief of DDC's Logistics Support Division. "We are constantly looking at ways to improve our support to our forces and speeding supply deliveries by streamlining and synchronizing our processes benefits everyone."

In addition to directing more material into the DDC consolidation and containerization points, a number of information and data flows were improved. DLA and AMC have established processes to directly feed AMC systems with needed data, dramatically speeding information flow.

"The second quick improvement was simple and implemented immediately," Trinka said. AMC asked to get dimensions for air cargo pallets in height, weight and length, in addition to cubic feet. Detailed dimensions allow AMC to load aircraft faster, speeding the materiel flow to the warfighter.

Also, effective July 26, DLA began sending the actual bill of lading electronically to the AMC aerial ports. That means as trucks leave the distribution centers, the aerial ports get electronic notification so they'll know precisely which shipments will arrive within hours.

"The ultimate target is to provide as much data as possible before cargo is scheduled to arrive at the port," Trinka said, "with a constant flow of updated information as the cargo moves through the system."

U.S. Transportation Command is the single manager of America's global defense transportation system. USTRANSCOM is tasked with the coordination of people and transportation assets to enable the U.S. to project and sustain forces, whenever, wherever, and for as long as they are needed.

DLA provides supply support, and technical and logistics services to the U.S. military services and several federal civilian agencies. The Agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations. The Defense Distribution Center is a field activity of DLA. ♦



# DLA Stands Up Directorates of Customer Operations

*By J-4 Customer Relationship Management  
change Management Team*

**A**s part of Business Systems Modernization Release 2.0, the Defense Logistics Agency will take another significant step forward in customer support by formally expanding the established customer-facing organizations at Defense Supply Center Columbus, Ohio; Defense Supply Center Richmond, Va.; and Defense Supply Center Philadelphia, Pa. These directorates of customer operations will provide supply support and service as DLA incrementally transfers items from legacy management systems into Business System Modernization.

While some DCO-type offices already exist, the new DCOs will provide an infrastructure to strengthen relationships with customers and complement DLA's supply chain focus.

By September 2006, when the 4.6 million items managed by DLA (except energy) will be included in BSM, the DCOs will be fully staffed and functioning to provide support to all DLA customers.

DCO organizations have been approved in the aviation, maritime, land, clothing and textiles, construction and equipment, medical, and subsistence supply chains. In addition, there is another DCO at DSCP which will not be aligned with any one supply chain to provide additional customer support. Every customer DOD Activity Address Code in use has been mapped to one customer "cell" within each of these DCOs for support.

These cells are teams of DLA personnel charged with covering BSM customer support needs for all DODAACs mapped to them. Although most cells are mapped organizationally to one specific supply chain, the DLA personnel in the cell are responsible for meeting customer needs across all supply chains. This is significantly different than the approach used in BSM Concept Demo, when Integrated Customer Teams served specific DODAACs for only one supply chain. That way, customers will deal with only one point of contact for DLA rather than multiple teams handling separate items.

There are 60 total cells covering all known DODAACs, including a "transition" cell to provide help for new DODAACs until they are assigned to specific customer cell teams. These cells will perform both order fulfillment and customer demand planning functions under the new BSM processes. They will also be responsible for assessment of performance to ensure optimal customer support.

The main new customer-facing roles in the cells will include customer account specialists for order fulfillment, demand planners to help formally capture and anticipate customer needs, and prime vendor business logistics special-

ists in some cells that are served by prime vendor contract arrangements to blend order fulfillment and demand planning needs for customers. Cells will also have supervisors to tie all support needs together for their customers.

Cells will also carry out a broad range of general customer support functions, including developing and maintaining customer relationships. They will work closely with other DLA customer-facing personnel, including Continental United States and overseas customer support representatives, liaison officers and touchpoints to provide unified support. The cells are also responsible for emergency supply support to their customers and for ensuring problem resolution.

The directors of customer operations and their division chiefs at each site will also maintain regular communication with prime senior customer-facing roles at DLA headquarters Customer Operations and Readiness (J-4). These J-4 roles include national account managers (one for each military service and foreign military sales/civil agencies); customer account managers, who will serve selected major military commands; liaison officers for combatant commanders; and senior personnel in DLA Europe, DLA Pacific, and DLA Southwest Asia. These senior J-4 personnel overseas will serve as the prime "face" for overseas combatant commander needs. This alignment of customer-facing personnel at all levels and in all geographical areas will ensure customer needs are communicated and met throughout the Agency.

The DCO organizations also include readiness divisions and weapons systems support teams staffed by weapons systems support managers who continue their strong legacy role as the face for weapons systems program managers. The need to support program managers cuts across many cells and many DLA supply chains; thus weapons systems support managers are not placed directly into any specific customer cell.

Item planning teams in the DCO provide crucial demand planning in addition to that done by demand planners assigned directly to CRM cells.

Other DCO responsibilities will include such areas as customer analysis, support to performance-based logistics, DLA Customer Relationship Management program functions, customer surveys and assessments, support to DLA's Virtual Contact Center and customer communications and outreach. They will also ensure appropriate financial customer liaison.

DLA is looking forward to full staffing of DCO organizations as well as the full operating capability of BSM in order to provide the best possible support to our customers. We will take incremental steps to reach this full staffing by September 2006, matching movement of new items into

*See Stands Up, page 10*

BSM with accompanying gradual transition of DLA personnel. Our goal is to ensure coverage of items in the legacy world as well as the new world so customer support remains strong and consistent.

The organizational transition began in August as additional functionality was added to BSM. New items will be added beginning in 2005 and then nearly every month thereafter in 21 separate increments.

Right now, items in BSM make up only five percent of DLA's total items. Therefore, most of the DLA work force is still engaged in using our traditional automated systems such as SAMMS and traditional practices. As more and more items move from SAMMS and other legacy systems to BSM, parts of the current DLA work force will also transition to their new customer-facing roles. Other personnel will move to Supplier Operations organizations at each site to best align with and garner support from industry.

As the Agency makes the organizational move to the final DCO and cell organization, customers will find they are getting more and more support from DLA personnel in their particular cell. Until that time, support will come from both cell personnel for items in BSM and individuals in traditional

roles for legacy items.

We will communicate throughout this transition to specific customers as applicable. We will also ensure customers are aware of which items are moving to BSM in the upcoming increments.

In all cases, customers can use the Virtual Contact Center as their first-line support if they are unsure who to contact for help. The VCC phone number is 1-877-DLA-CALL and the e-mail address is DDCCALLCENTER@DLA.MIL

The VCC will be equipped with reference details to determine if an item is in BSM or still in legacy, and who can help customers directly if the VCC is unable to assist them. Customers can also continue to use self-service tools such as WebCATS or the new EMALL functionality for BSM items. Information on both of these systems is available in the DLA Handbook.

The Customer Resource Information Center Web site at [www.dla.mil/j-4/cric](http://www.dla.mil/j-4/cric) is also available to update customers on all aspects of BSM, including organizational support. The CRIC gives information on DLA's evolving customer relationship management program, which will further enhance DLA's customer focus and improve readiness. ♦

## DSCC Signs Strategic Supplier Alliance with Warren Pumps

*By Dan Bender  
Defense Supply Center Columbus  
Public Affairs Office*

**A** Strategic Supplier Alliance between Defense Supply Center Columbus and Warren Pumps Inc., of Warren, Mass., will ensure the U.S. Navy a steady supply of critically needed pumps for its warships.

A ceremony to sign the seven-year contract, which also includes three one-year options, was held July 1 at Warren Pumps' headquarters. Personnel from DSCC, including commander Navy Rear Adm. Linda Bird, attended the ceremony.

The SSA with Warren Pumps is the newest in an effort by DSCC and the Defense Logistics Agency to lock in long-term contracts with manufacturers and suppliers who supply critically needed parts to the military.

"We are very pleased our long and very successful relationship with Warren Pumps is moving to this new

level with the signing of this Strategic Supplier Alliance," said Marine Corps Lt. Col. Donna Van Vlerah, Maritime Supplier Operations deputy director. "Because of Warren's interest, we were able to bring this agreement to fruition in about eight months instead of the normal 12- to 18-month period."

The SSA with Warren Pumps is worth \$6.2 million per year, according to Laurie Gambert, a contract specialist in the DSCC Maritime Supplier Operations Tailored Support Team. She was among the DSCC associates who traveled with Bird to attend the signing ceremony and tour the plant where the pumps are manufactured.

Gambert added that the value of the contract can grow if the company meets delivery performance standards contained in the agreement, which covers pricing, delivery and quantities.

The agreement is a "DLA corporate-type contract" that involves more

than 3,000 National Stock Numbered items managed by DSCC and DLA's other supply centers in Richmond and Philadelphia, Gambert said.

The new contract will supersede an existing contract with Warren Pumps that covers about 100 NSNs, Gambert said.

"We approached Warren Pumps with the Strategic Supplier Alliance concept in November [2003] and they were receptive to it," she said. "It has been a very smooth process" to get details worked out and sign the agreement, Gambert added.

DLA is using Strategic Supplier Alliances with manufacturers of sole-source and high demand items to help improve the way it does business with suppliers and customers. The goal in utilizing SSAs is to ensure a steady on-time supply of needed parts for the military, improve pricing for suppliers and the military and cut administrative costs. ♦

# DLA Adopts International Standard on Environmental Management

DLA Public Affairs Office

**D**efense Logistics Agency Director Vice Adm. Keith W. Lippert directed DLA to adopt the internationally recognized standard for Environmental Management Systems, ISO 14001, in a policy letter to the Corporate Board and field activity commanders.

Acting Federal Environmental Executive Ed Piñero and Director of the U.S. Environmental Protection Agency Federal Facilities Enforcement Office David Kling were special guests at the signing ceremony.

All federal agencies are required to implement an EMS at qualifying facilities by the end of 2005. DLA has made meeting this requirement an objective in the DLA Strategic Plan (Goal 2, Objective 11) in recognition that the international standard is an improved business practice. The EMS requirement stems from Executive Order 13148, "Greening of Government Through Leadership in Environmental Management."

DLA's EMS is designed to systematically improve overall performance. It reinforces the Agency's commitment to environmental stewardship, pollution avoidance and compliance with legal requirements. The EMS also harnesses environmental management to accomplish strategic goals. The policy letter specifically makes environmental management an integral part of DLA's commitment to working with suppliers, host communities, stakeholders, and employees to provide ever-improving support for the warfighter.

Lippert emphasized that DLA's EMS is more than an environmental tool, pointing to potential organizational performance improvements. "We're standing up new standards and new systems that will make our Agency much more effective," he said. "What is important to me is that we use this tool to manage wisdom -- to help avoid costs, to become even more agile and responsive and to be better aligned with our suppliers and customers so we can look at our families and everyone else and say we are environmentally responsible."

Referencing the EMS policy, Piñero lauded DLA's EMS development efforts. "These are incredibly important to the federal government and this administration," he said. "I congratulate DLA on this excellent effort and look forward to working with you as we move forward to the next milestone." Piñero also stressed the importance of senior involvement in the EMS process. "It is senior leadership and the organiza-

tional culture and commitment that will make this work," he said. "This signing ceremony is an important step in the process."

Kling also offered praise for DLA's leadership involvement. "I salute Vice Admiral Lippert and the Defense Logistics Agency for your work on this important EMS initiative," Kling said. "It's important to get a signal from the top -- one that sends a message to agencies such as the U.S. EPA, to the communities where you're located -- and everyone -- that you are very serious about this important matter."

Lippert reiterated that EMS is more than a DLA Enterprise Support project. "It's not just DES's project," he said. "It needs everyone throughout the Agency to make it work. To the entire management team, I'm saying let's work together to make this work because it's very important."

Agency-wide planning and orientation for DLA EMSs began months ago with an EMS training and implementation workshop in November and an executive-level training session during one of the director's video teleconferences in December. According to Jean Shorett, DLA's EMS manager, ongoing training sessions, tools, guidance and coaching will continue to prepare the Agency for eventual EMS accreditations. A 10-minute video, "DLA EMS Training for Senior Leaders," with Piñero and DLA Deputy Director Maj. Gen. Mary L. Saunders can be seen at <http://io.hq.dla.mil/ems/training.asp>.

Two field activities have been out front with their EMSs:

- The Defense National Stockpile Center was the first DLA activity to implement an EMS when they received accreditation in October for management systems at their headquarters and nine depots. DNSC's management systems are Web-based and also integrate occupational health and safety.
- Defense Supply Center Richmond is actively working on a community-based EMS after being designated the lead facility for the Department of Defense to develop an EMS that benefits neighboring communities as well as the defense facility. They received a grant from the Office of the Federal Environmental Executive to conduct the pilot study that identifies and integrates local government and community stakeholder issues in their EMS. ♦



# DDC Commanders Sign Agreement to Protect the Environment

By Jessica Walter-Groft  
Defense Distribution Center  
Command Affairs Office

Commanders from the Defense Distribution Center's depots around the world gathered to sign the new DDC Environmental Management System policy outlining DDC's commitment to managing and protecting the environment while performing the mission to support America's warfighters.

The EMS includes policies and procedures for identifying DDC's environmental goals and objectives, and creating a plan for reaching those goals and preventing pollution. "As we work to support the warfighter and the peacekeeper, we must have a system in place that ensures the protection of our environment," said DDC Deputy Commander Phyllis Campbell.

"By implementing an Environmental Management System, DDC is demonstrating our commitment to con-



DDC's distribution center commanders signed the Environmental Management System policy letter. From left to right: Pat McCormick, DDC's director of logistics operations; Mike Dobbs, DDC's environmental program manager; and Phyllis Campbell, DDC deputy commander.

ducting our business with respect for the environment and the communities in which we operate," said Campbell.

All federal agencies are required to implement an EMS at qualifying facilities by the end of 2005. ♦

## DAPS Establishes New Incentives and Recognition Program

By Keith Beebe  
Document Automation and Production  
Service  
Public Affairs Officer

The Document Automation & Production Service has established a new program concerning incentives and recognition within its organization. The DAPS instruction describing the program is vastly simplified compared to the previous policy document and comes in response to the 2003 Defense Logistics Agency Climate and Culture Survey. DAPS assigned a team to address the survey's issues and tasked it to produce the new instruction.

The instruction addresses awards and incentives for individual, team and office group efforts that promote, encourage and attain

profitable revenue growth. It promotes the use of Special Act, On-the-Spot and individual performance awards to recognize efforts and outcomes that exceed DAPS' business objectives.

Applicable to all DAPS government employees, the instruction provides a solid approach to motivate improvements of team and group performance, yet still recognizes superior individual achievements.

To fund the program, the DAPS headquarters and each of its office groups budget a percentage of total base salary for incentives and awards to be divided among three "pools." The respective director makes the determination of the amount of any monetary award to be paid from the appropriate pool.

An ad-hoc recognition pool pro-

vides for On-the-Spot or Special Act monetary recognition for individual employees or groups who performed an extraordinary event or achievement during a given fiscal year. Some examples, although not inclusive, of reasons why such an award may be given include: improved cost management; delivery of increased capability; the landing of new opportunities for DAPS; or providing special services to customers.

A DAPS-wide Recognition Pool will provide for team awards and recognition for all DAPS employees if the entire organization achieves fiscal year corporate goals as set by the DAPS director. Some examples, though not inclusive, for giving such an award may be given include achieving Net Operating Result goals or progress in business

focus areas.

There is also a DAPS component recognition pool. This would provide for awards and recognition for the headquarters or office groups that will be based on achieving their component fiscal year goals as

set by the DAPS director. Again, although not inclusive, this can be such items as achieving NOR goals or progress in business focus areas.

The program will now include a DAPS Incentives and Recognition Program Manager and Awards

Recognition Board. Their responsibilities include monitoring the program each quarter for compliance with the policy.

The new policy provides for a more uniform approach to awards and incentives throughout DAPS. ♦

# Employee's Idea Reduces Safety Risk

By Jessica Walter-Groft  
Defense Distribution Center  
Command Affairs

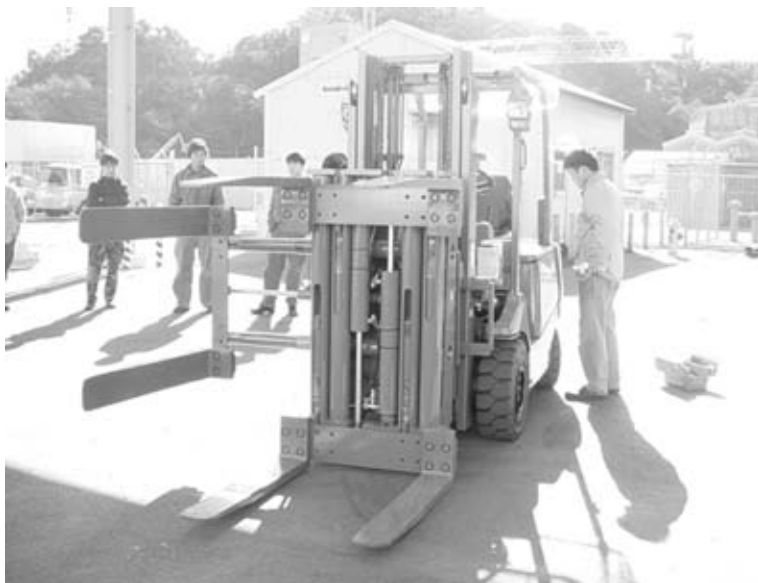
**D**efense Distribution Depot Yokosuka, Japan, boasts one of the best safety records of the Defense Distribution Center's 25 depots world-wide. The depot plans to maintain their stellar record, so when an innovative DDYJ employee thought of a way to make the process of repositioning heavy gas cylinders safer and more efficient, depot Commander Cmdr. Kent Vredenburgh, SC, USN, was very supportive.

"Each of these cylinders weighs about 200 pounds, so the potential for injury, particularly back injury, while performing this task has been very real," said Vredenburgh.

DDYJ had an ongoing safety concern regarding the shipment of the gas cylinders via Air Mobility Command because AMC requires all gas cylinders be strapped to pallets in a vertical orientation. When the cylinders arrive at DDYJ from the vendor, they are stacked on the pallet horizontally, and this AMC requirement forced DDYJ employees to slide the heavy cylinders onto another pallet, while pushing them into an upright position. "That was both physically demanding and time-consuming," recalled James Morton, supervisory distribution facilities specialist at DDYJ.

Hiroyuki Harada, a foreman packer at the depot, had an idea to make the process safer and faster by designing new materiel handling equipment to rotate the cylinders.

Harada and his team worked closely with engineers from Nippon Yusoki Co. Ltd., of Kyoto, Japan, who created a unique forklift that would meet DDYJ's specific requirements. "The forklift arrived at DDYJ in January 2004, and we have found it to be easy to use and safe to operate," said Vredenburgh. ♦



*The unique forklift was designed to meet Defense Distribution Depot Yokosuka, Japan's specific requirements for handling heavy gas cylinders.*



*The forklift can pick up gas cylinders from a pallet, rotate them 90 degrees and set them back down on another pallet (below). This repositioning, previously completed manually, was necessary to comply with Air Mobility Command requirements.*

# LSV-2 Clinger and DSCPP Partner to Improve Food Support

By Ricardo Finney  
Defense Supply Center Philadelphia Pacific Region

**T**he employees of the Defense Supply Center Philadelphia Pacific Region, at Pearl Harbor, Hawaii, manage a myriad of food, medical material and equipment, clothing, textiles, general and industrial supplies and services for America's warfighters and other Federal customers throughout the Pacific Region. And when it comes to subsistence or food, DSCPP has a long history of successfully providing subsistence support to ships and boats, both large and small. DSCPP annually does about \$847 million worth of business including \$40 million in food alone.

Two DSCPP employees, Emily Vallente and John Tisue, recently provided a welcome subsistence upgrade to the captain and crew attached to the U.S. Army Low Speed Vessel (LSV-2) Clinger, a supply ship assigned to carry cargo between Pearl Harbor on Oahu and the Pohakuloa Training Facility on the Big Island of Hawaii, among many other locations. Vallente is chief of DSCPP's Pacific Buying Office, and Tisue is a subsistence and logistics specialist.

The mission of the LSV-2 Clinger is the direct transport and discharge of liquid and dry cargo to shallow terminal areas, to remote under-developed coastlines, and on inland waterways. On a vessel like the Clinger, chow offers a welcome break during the busy workdays where the hours are long and the work is steady. Prior to Vallente and Tisue's involvement, the vessel food advisor managed an



*Left to Right Army Warrant Officer Jeff Lein, John Tisue, Army Chief Warrant Officer Todd Kraus, Emily Vallente and Don Saskai demonstrate strength in partnering. Lein is the 45th CSC (F) food advisor aboard the Clinger; Tisue is a subsistence and logistics specialist for the DSCPP; Kraus is the Clinger's boat operation officer; Vallente is chief of DSCPP's buying office, and Don Saskai is owner of the Cal Kona Produce Co.*

internal subsistence supply system geared toward supporting a fixed, land-based dining facility with specific, recurring quantity needs and firmly scheduled serving times. The Clinger is often on the move, and can't always be in port on a given day when their host supply system schedules a delivery of foodstuffs.

To meet the daily food needs for some 30 soldiers on board, DSCPP employees had to find a commercial vendor on the Big Island that could be responsive to changing delivery schedules, adjustable quantities, and one that could provide food within as little as 6 to 8 hours notice. With that accomplished, Vallente and the Pearl Harbor's Pacific Buying Office staff went into action and established the first blanket purchase agreement for the LSV-2 Clinger with Cal-Kona Produce, Kealahou, Hawaii.

Word of a pending new menu spread quickly aboard the boat, and when the initial delivery was made virtually every crew member came on deck to help with the subsistence download. In addition to standard staples such as bread, dairy products, eggs, produce, and common meat products, other



*The LSV-2 Clinger in port on the Big Island of Hawaii.*



foods included fresh frozen lobster tails, T-Bone steaks, dinner rolls, Alaskan King Crab, breaded shrimp, Mexican tortillas, baking potatoes, fresh salads, Boston Crème pies, and Kona coffee.

"Their work greatly enhanced the welfare of the men and women assigned to the LSV-2 Clinger," said Army Chief Warrant Officer Todd Kraus, boat operation officer.

The Roll-On/Roll-Off capability of the vessel allowed the food delivery to flow with great ease. The first food delivery from DSCPP for the personnel assigned to the Clinger was a special day and went without a hitch.

"When mealtime arrived, those expectations

were not only met, but also far exceeded as a true feast was served," said Vallente. "One look at the beaming faces of the crew said it all."

Vallente and Tissue's effort resulted in their being appointed honorary crewmember status and VIP treatment on board during their return trip at sea to Oahu.

"We're here to help our customers any way we can, that's part of DSCPP's mission," said Vallente. "If what we do helps DSCPP, the Defense Supply Center Philadelphia, and the Defense Logistics Agency retain its place at the forefront of professionalism in subsistence support within the Pacific Region, that's icing on the cake." ♦

## DESC Provides Comfort Kiosks

*By Maj. Daniel Semsel, DESC Iraq*

*Brad Bellis, DESC Iraq*

*Lynette Ebberts, DESC Public Affairs*

One of the Iraq Coalition Provisional Authority's key goals for the transition was to bring the days of supply for benzene in the Baghdad Ring up above 15 days of supply by the end of June 2004.

To meet this target, Defense Energy Support Center-Iraq needed to come up with ways to supplement the pipeline delivery of fuel into the Baghdad Ring with truck deliveries. The truck route from Turkey to Baghdad was dangerous and long. The drivers had to spend a seven- to 14-day round trip on the road from their load point in Turkey, through customs at the border and to the depots to download fuel before returning to reload. There were no facilities on the trip to make the journey more driver-friendly, and the combination of hot weather and ongoing security situations contributed to making this trip a unique challenge.

DESC-Iraq met this mission and also found a way to improve driver quality of life. The intent of the comfort kiosk was to provide a rest area for the drivers bringing DESC humanitarian assistance fuel from Turkey all the way south to Baghdad. DESC-Iraq directed Public Warehousing Company, the DESC management and oversight contractor, to build the kiosks at two key Baghdad Ring download points using developmental funds for Iraq from the sale of crude oil. The kiosks will be turned over to the Iraqis when the DESC-Iraq is mission complete.

The kiosks consist of air-conditioned tents for



*Fuel truck drivers have lunch in the DESC comfort kiosk dining area.*

sleeping, a lounge tent with televisions, bathing facilities, restrooms and a kitchen providing catered meals of soup, rice and chicken. Here, the drivers rest and recover while waiting for their trucks to be downloaded. Before DESC instituted the kiosks, the drivers actually lived out of their trucks and would even set up cooking fires under the trucks, an obvious safety issue. The facilities were such a success that Iraqi fuel truck drivers at the depots claimed to be DESC drivers even before the first DESC trucks arrived because they saw the effort going into taking care of the drivers DESC had hired. This quality-of-life effort had an impact on morale and helped enable DESC delivery to average more than 2 million liters of benzene per day directly to the Baghdad Ring on top of normal imports.

As the end result of the DESC-Iraq initiative Baghdad increased from less than two days of benzene supply in late May, to more than 16 days of supply by June 26, a critical point in meeting the CPA's goal. ♦

# DLA eWorkplace...Q and A

**T**he Defense Logistics Agency's eWorkplace program was initially implemented in September 2003. Since then, it has gone through many changes and improvements. The following answer some frequently asked questions and describes its benefits based on current user feedback.

- **What is the DLA eWorkplace?**

The eWorkplace is a customized, personalized, ever-changing combination of news, resources, applications and information options designed to become the desktop destination of choice for everyone within DLA. It is an information storehouse, a document repository and an entry point to information regarding DLA. The portal contains collaboration tools allowing employees near and far to communicate with one another, a work space via a portal for teams to come together to share ideas and information. In short, it is a common information environment that delivers valuable, job-related information and services. The goal of the eWorkplace is to be the centralized starting point and the primary workplace where the DLA employee will do their work.

- **What does the DLA eWorkplace deliver?**

The eWorkplace delivers what employees need to accomplish the mission: connections to the right people, the right applications and the right information. The portal is designed to consolidate internal Web sites and Web resources. One would have to search through numerous Web sites to find information on employee benefits, Business Systems Modernization and the organization. Using eWorkplace, all this information is accessible through just one portal.

Jacqui Williams, a human resources strategist at DLA Headquarters and owner of a collaboration space on the portal, said, "Thanks to the DLA eWorkplace all the members of my team can have access to draft and final documents in one consolidated location. It has saved them time in terms of travel and has given new team members the ability to get up to speed much more quickly.

Having a shared space is a much easier approach for remote team members to work together."

- **What are some of the things I can do within the DLA eWorkplace?**

Key features of eWorkplace include a Password Vault which allows users to access all of the DLA sites and services they use with one click and without having to enter their secure information each time; information on major DLA programs and initiatives such as BSM and Customer Relationship Management; and public and private spaces for DLA organizations. The portal also holds tools to enable information sharing such as instant messaging and collaboration spaces so teams can share knowledge and resolve issues quickly and efficiently. Lori Beatty, an HR specialist at the DLA Training Center in Columbus, Ohio, and owner of a collaboration room on the portal says that the greatest benefit of the eWorkplace lies in the collaboration spaces. "The collaboration areas give me the ability to stay in touch with a large group of individuals with minimal effort and with the knowledge that everyone is getting the same message."

- **Who has access to the DLA eWorkplace?**

Since being released to a J-6 test audience in September 2003, the eWorkplace has gone through several releases, each of which has provided significant improvements based on user feedback. With Release 2.3 in July 2004, eWorkplace is now available to most employees at Customer Support Office-Columbus, Ohio, the

Document Automation & Production Service, the Defense Distribution Center in New Cumberland, Pa., the Defense Supply Center Columbus, Ohio, the Defense Supply Center Philadelphia, Pa., the Defense Supply Center Richmond, Va., the Defense Energy Support Center, DLA-Europe, the Defense Logistics Information Service, the DLA Systems Integration Office-J, the Defense Reutilization and Marketing Service, DTC DSIO-U and DSIO-New Cumberland, Pa. Over 10,000 DLA employees have logged onto the portal and usership is increasing daily.

The eWorkplace team is hard at work on plans to reach

## *Instant Messaging*

- *Free up space in your e-mail in box.*
- *Send quick reminders about meetings and deadlines.*
- *Avoid getting hung up in phone tag or voicemail.*
- *Speed decision-making and manage problems more effectively.*
- *Delegate last minute tasks quickly.*
- *Communicate in real time with remote team members.*

employees world-wide with the goal of employees at all bases, posts, camps and stations having access to the portal.

- **How can someone get started using the DLA eWorkplace?**

To access eWorkplace simply click on the Enterprise Portal icon located on your desktop. The eWorkplace program office is continually working to improve the portal's usability and features. Spend a few minutes clicking on the various tabs and you will quickly learn how to find the information you need. You can also learn about specific features by clicking on one of the numerous simulations located on the Getting Started Subtab under the Home Tab. Hands-on training opportunities are also available.

For the most up-to-date listing of training and dates, visit the Tips and Updates section on the Home Page.

- **Instant Messaging**

The instant messaging feature of the DLA eWorkplace allows individuals and small groups to communicate in real time with one another. Here are some possibilities:

- Free up space in your e-mail in box.
- Send quick reminders about meetings and deadlines.
- Avoid getting hung up in phone tag or voicemail.
- Speed decision-making and manage problems more effectively.
- Delegate last minute tasks quickly.
- Communicate in real time with remote team members. ♦

# Keeping the Lights on in Baghdad

*By Capt. Bonar Luzey  
Defense Energy Support Center-Iraq*

**D**efense Energy Support Center-Iraq played an integral role in a Multinational Forces-Iraq, or MNF-I, contingency plan called "Keeping the Lights on in Baghdad."

In response to increasing insurgent attacks on oil and electrical infrastructure in the vicinity of Baghdad, MNF-I developed a contingency plan to improve product flow to critical electrical power plants to meet the power demands of Baghdad and its people. One element of this plan was to augment the Ministry of Electricity fuel oil deliveries to the Mussayib power plant -- a critical node in the Baghdad infrastructure.

Even though this mission was not the core mission of DESC-Iraq, DESC was the only organization within MNF-I that could bring the necessary expertise, resources, organization and funding to the table within days. The Mussayib power plant, though not the largest producer of electricity for Baghdad, provides a substantial percentage of the daily requirement for the metropolitan area. As a loosely organized set of insurgent attacks damaged oil infrastructure that supplied Mussayib power plant, it became readily apparent that an alternate mode of resupply was needed.

When crude and fuel oil supplies at the Mussayib power plant started to drop precipitously, DESC-Iraq activated the contingency fuel oil transportation tender and augmented the MOE in providing enough trucks to slow further erosion of days of supply. DESC's contingency fuel oil transportation tender became the safety net for power generation in the Baghdad until the oil infrastructure could be repaired.

MNF-I Commanding General Maj. Gen. Jim Molan estimated that DESC bought the oil infrastructure repair teams two full additional weeks to repair damaged pipelines to the power plant during the height of the Najaf-Al Kufa standoff when insurgent activity throughout Iraq was peaking at all-time highs.

The DESC contingency fuel oil transportation tender to lift residual fuel oil from the Duara refinery to the Mussayib power plant enabled the plant to continue operations and doubled the power generation per day available to the people of Baghdad. This meant homes could be cooled in temperatures that in late summer hit highs of 110 to 120 degrees Fahrenheit. It also allowed Iraqi businesses and government to continue operations in a city roughly the size of Houston or Chicago.

This \$750,000 effort contributed to maximizing the days of fuel supply at the Mussayib power plant and enabled electricity production that proved instrumental in keeping the lights on in Baghdad. Over the course of three weeks, the DESC contractor transported 4.1 million gallons with an initial performance notice of 24 hours.

Mussayib power plant, with the help of DESC, remains a viable part of the infrastructure for Baghdad and Iraqi electrical capabilities. ♦



*Mussayib power plant continues operations and powers Baghdad and the surrounding region with the help of DESC.*



# Logistics Information Network Withstands the Test of Time

By Dan Leske

LINK Program Management Office  
Defense Logistics Information Service

**T**he Logistics Information Network is celebrating its tenth anniversary as a Defense Logistics Agency conduit that literally links multiple logistics systems operated by the military services, DLA, and the General Services Administration. The network provides real-time catalog and other management data; visibility of wholesale, retail, and excess assets in the services' and DLA's inventories; and enables users to track the status of their requisitions.

The network began with a U.S. European Command initiative in 1991 to meet two needs: provide visibility of the supply pipeline and resolve network connectivity problems overseas. Development started with access to three databases – an Air Force logistics information file (now AF Stock Control System D035), Army Total Asset Visibility and the DLA Standard Automated Materiel Management System.

By 1994, organizations worldwide used LINK. Because of this expansion in the user base, USEUCOM transferred management of the program to DLA. Since then, LINK has grown to provide cataloging information on supply items, asset visibility (excess, wholesale and retail), and in-transit visibility from 15 logistics databases managed by the military services, DLA and GSA.

The LINK mission was transferred to the Defense Logistics Information Service, which soon processed approximately 250,000 queries through the LINK servers in fiscal 1995. By the end of fiscal 2003, LINK had processed 15.3

million queries for that year alone. It currently has approximately 5,500 users worldwide.

The PC version of LINK, designed by DLA, addressed the second USEUCOM requirement regarding network access. Insufficient network bandwidth is often a problem for unified commands. The DLA design provides them with a tool that overcomes this problem since it loads on the user's personal computer that only has to be online when queries are being sent or when checking for a response. The queries and responses are sent in a "burst" via File Transfer Protocol. The feature makes PC LINK an essential logistics tool in environments with limited network capabilities such as deployed units and ships at sea.

One of LINK's most popular features is its easy batch uploading capability. This feature was most recently put to the test just before Operation Iraqi Freedom as the I Marine Expeditionary Force was preparing to leave Camp Pendleton for the Middle East. DLIS personnel received a call from the local DLA Customer Service Representative Barry Haynes asking for a custom extract of Federal Logistics Information System packaging data. The request was forwarded to the LINK office with a flat file of some 8,500 stock numbers. This file was run against the Logistics Remote Users Network database and the packaging data output sent on to Camp Pendleton.

Batch input has always been a popular feature with LINK, but one should not forget the output side. Karen Blanck, LINK program manager, explained that the idea of getting LINK output into a spread-

sheet was brought to the LINK office by an Army warrant officer stationed in Korea.

"Chief Burton had a monthly reporting requirement for requisition status from SAMMS," Blanck said. "We worked with our Defense Automatic Addressing System Center programmers; and, for about \$300 worth of programming, we saved the chief many man-hours of repetitive manual effort!" That original idea was expanded to other databases for PCLINK and now, with more emphasis placed on the Web, even more capability is becoming available in WEBLINK.

Finally, LINK continues to evolve in obtaining more information at a faster rate by pursuing more RapidLINK connections. Most recently, the Web version of LINK has expanded to 12 databases that will return query results within seconds. But even with newer and faster technologies, LINK can still provide critical logistics information to the war fighter in the field where bandwidth can often be a problem. This ability has made LINK a system that continues to withstand the test of time.

Users can also access LINK on the World Wide Web through the WEBLINK interface. A derivative of WEBLINK with special menus just for Foreign Military Sales customers is WEBLINK International. A personal digital assistant interface format is also available.

Through the years, LINK has partnered with other applications and provided direct support to the warfighter, both on land and at sea. Since LINK's inception, the Army has been the largest user with the

Army's Logistics Integrated Data Base receiving one-third of all LINK queries -- approximately 250,000 per month. For this reason, LINK has become an integral part of training for Army logisticians at the Quartermaster and Non-Commissioned Officer schoolhouses at Fort Lee, Va., as well as the Warrant Officer's Infantry and Advanced Courses at Aberdeen Proving Ground, Md. Staff members from the LINK office are also invited annually to the Worldwide Logistics Training Workshop at LOGSA, Redstone Arsenal, Ala., to present workshops on the latest program enhancements.

Another partner is the Defense Automatic Addressing System Center, which supports LINK

through critical programming design, systems and 24/7 helpdesk support. The program has also received support from the Navy's Streamlined Automated Logistics Transmission System. In 1999, as part of a live test of the LINK/SALTS connection, members of the LINK team spent a week underway aboard the USS Camden, a combat support ship home ported in Bremerton, Wash., and traveled to San Diego, Calif. The test was orchestrated through the DLA CSR at the time, Stephanie Lopez (who now works in DLA's Customer Operations and Readiness area), accompanied by then LINK program manager Joe Bulko, Alan Jones, DAASC technical expert, and Dan Leske, LINK

analyst. While underway, the LINK team learned first-hand the daily challenges of the ship's storekeepers, particularly, the communications environment in which they work and how LINK could be improved to better serve the Navy customer.

The LINK Program Management Office is part of DLIS in Battle Creek, Mich. For additional information such as how to register for an account or request training, see the DLIS Web site at [www.dla.mil/dlis](http://www.dla.mil/dlis) and look in the "Programs" section for "Logistics Information Network" to connect to the LINK information page. Email inquiries may also be sent to the LINK office at [linkadm@dlis.dla.mil](mailto:linkadm@dlis.dla.mil). ♦

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## MEDALS: Makes Finding Technical Data Quick and Easy

*By Cathy Mack  
Defense Logistics Information Service*

**T**he Military Engineering Data Asset Locator System is an interactive, online program that quickly and easily indicates where engineering drawings or technical documents reside. It provides the user with information on which repository is holding specific documents and at what revision level. MEDALS currently indexes more than 34.8 million data assets located throughout 32 different repositories.

As the central indexing authority, the MEDALS program can direct the customer to the right repository for the right document and revision level faster and more efficiently, thereby saving time, money and resources. The customer need only query MEDALS to receive a hyperlink directly to the repository site.

The Program Management Office is constantly striving to make MEDALS as efficient and user friendly as possible. Some of the current enhancement initiatives include the transfer of data that was known as MIL-HDBK-331 to a Web-based Directory of Department of Defense engineering data repositories within the MEDALS system. The ability to perform high volume searches is being added to the available query options,

enabling the customer to input queries of 20 to 200 documents at a time by using the cut and paste method or single line entry. The revision level field is also being updated to reflect either the engineering alpha codes or by the revision date format.

The repositories regularly send updates and edits that are built into the system to detect common data entry errors, such as illegal characters. As an added measure, the MEDALS PMO is currently reviewing all data fields listed within the MEDALS system for completeness and data integrity. This is a coordinated effort between the MEDALS office and the repositories to ensure data quality.

Additionally, a questionnaire was sent to all registered MEDALS users to get a better understanding of the customer base and their mission requirements concerning the MEDALS program. In doing so, the PMO also requested their views of what customers would like to see as future initiatives to enhance the program.

There is no charge to the customer to request access and use the MEDALS program. The MEDALS homepage can be viewed by visiting the Defense Logistics Information Service Web site at [www.dla.mil/dlis](http://www.dla.mil/dlis) and selecting MEDALS under the "Log Tools" links. ♦

# DES Transformation – One Year Later

By Heather Athey  
DLA Public Affairs Office

Over the past year, Defense Logistics Agency Support Services has transformed in accordance with DLA Director Vice Adm. Keith W. Lippert's decision to realign the Agency's organizational structure in order to better support the warfighter. Recently renamed DLA Enterprise Support, DES consolidated the support functions at Headquarters and the field activities to report to one site director, who in turn, reports directly to DLA Headquarters. "Through this reorganization, DES will leverage resources across the enterprise to provide customers with improved support services, tailored to fit each site's specific needs," said DES Director Ella Studer.

Support services at nine locations have come under DES; DLA-Europe; DLA-Pacific; Defense Supply Center Philadelphia; Defense Supply Center Richmond; Defense Supply Center Columbus; Defense Distribution Center; Defense Energy Supply Center; Defense Logistics Information Service; and Defense Reutilization and Marketing Service. Each location now has a structure mirroring that at Headquarters, and a site director reporting directly to Studer. Though not all functions are performed at all sites, the majority encompass support offices for installation management, public safety, multimedia, morale, welfare and recreation, base contracting, business management and environmental safety and health. Headquarters continues to maintain offices for each of the above functions, with staff directors reporting to Studer.

Name changes have also been implemented in a number of DES areas. Enterprise Support Morale, Welfare and Recreation, formerly known as Quality of Life, is one such office. Along with the name change, DES-Q is working through a self improvement process to ensure services continue to exceed customer's requirements. "Three main goals are the focus

of this process," said Jeanne Grabowsky, HQ MWR division chief. "Demonstrating MWR's value to customers and stakeholders; enhancing the visibility of MWR programs and services; and ensuring the programs are working as efficiently and effectively as possible." To this effect, DES-Q team leaders and MWR chiefs from six field activities meet regularly for workshops to collaborate and share ideas to help the organization move forward on these goals.

Enterprise Support Public Safety not only received a new title, but this division also absorbed a number of new programs with the implementation of the transformation. Headed by Frank Nekoba, the former Command Security office's functional responsibilities now encompass security, law enforcement and fire/emergency services. "Earlier this year, DES established a DLA Security Council comprised of the Public Safety managers from each of the primary field sites," said Nekoba. "The Council operates a federation whose primary focus is to pursue savings through initiatives that standardize security, police, and fire/emergency services across the enterprise." As of Nov. 1, the Council had identified over \$500,000 in cost avoidances through the standardization of equipment, leveraging of resources and sharing of best practices. Further savings are anticipated as DES-S realizes volume discounts for enterprise-wide procurement of equipment, training and uniforms.

Each of the offices within DES is looking for ways to leverage the opportunities afforded by the consolidation of various activities into a single unit. In this pursuit, the Freedom of Information/Privacy Act Office has purchased FOIAXpress, a state-of-the-art program for processing Freedom of Information/Privacy Act requests and appeals. Currently, DLA has 12 separate systems for processing these requests and appeals, and although most of the systems are automated in some man-

ner, some of the systems remained paper-based. Widely recognized as an effective tool by the Department of Defense, FOIAXpress will enable DES to modernize, consolidate and centralize the way FOIA/P requests and appeals are processed.

"As a whole organization, DES is dedicated to its people and to providing excellent customer support," commented Studer. DES hopes to minimize the transformation's impact on affected personnel throughout the process by leveraging the trained workforce to produce those capable of fulfilling future support responsibilities. The organization's leadership has also established space in eWorkplace to keep the lines of communication open, utilizing such tools as the collaboration rooms, an issues forum and frequently asked questions. Additionally, DES managers have scheduled staff assistance visits to assuage various employee concerns, as well as monthly DES Director's Executive Leadership Team meetings to keep management informed of upcoming and ongoing events.

From a customer support standpoint, DES has worked hard to improve services and keep customers happy, while implementing measuring and monitoring devices to follow their progress. The organization is currently working on an Executive Information System to track program performance and cycle times, as well as to receive feedback and ratings from customers that will be considered in employee performance reviews. DES has also implemented metrics to measure organizational milestones and performance.

As the organization continues to move forward with its transformation, standardization of processes and management of savings across the enterprise, DES managers are discovering something new each day. "Roles are continuing to evolve," said John Zorich, staff director, DES Business Management. "We need to remain proactive and flexible." ♦



# DES

## DLA ENTERPRISE SUPPORT



### Providing operational support in...

**Public Safety  
Contracting**

**Environment, Safety, & Occupational Health**

**Morale, Welfare, & Recreation**

**Installation Management**

**Business Management**

**Multimedia Services**

# As a unified Enterprise, DE

*With a Div  
of Activities...DES S  
butterflies*



## We Care about the Workplace and Families...

- We put roofs over 200 Military families including 140 renovated houses in New Cumberland, Pennsylvania.
- Each year we serve 288,000 snacks and meals to 650 children, ages 6 weeks through 6 years, in six childcare development centers across the nation.
- Our fire fighters and emergency responders handle annually, on the average, 1,600 calls within minutes.
- Trained in CPR and portable automatic external defibrillators (AEDs), our Bike Patrols protect areas unreachable by patrol vehicles.
- DES encourages workplace safety and healthy lifestyles in state-of-the-art fitness centers open on average 90 hours per week and staffed by certified trainers and instructors.
- We encourage events for employees to get out and get moving, including Fun Run/Walk events and Health Fairs offering the latest information and screenings.
- Our Safety and Occupational Health program contributed to a reduction of over \$1 million in the cost of workplace injuries.

## Our Partnership and Stewardship Reap Environmental Benefits...



- We ensured continued survival of the endangered species, Palos Verdes blue butterfly through the Habitat Conservation Project.
- DES champions DLA's great variety of green products and services to our Military customers – and raised the “percentage green” by a remarkable 24% in one year alone.
- The extent of our partnerships reach to Fairbanks, Alaska, where DLA was the lead agency in the 2002 Arctic Surplus Salvage Yard Environmental Restoration. This effort will help save the Department of Defense nearly \$34 million while cutting the cleanup time in half.
- We reduced our global environmental footprint by implementing a DoD Environmental Management System (EMS) in all 154 DLA activities worldwide.
- In our continuing effort to make environmentally friendly products available for our customers, over 7,000 DLA products have been flagged in the Federal catalog system with characteristics such as asbestos-alternative, energy efficient, and recycled content.



# S does all this and more...

*erse Scope  
uccesses range from  
to buildings!*

## We Focus on Workforce Communication...

- We produce award-winning production and program videos on safety, security and DLA's mission, targeting audiences from young children to DLA customers and employees worldwide.
- Innovative technology makes it possible for people to teleconference between key locations across the Agency saving thousands of travel dollars and travel hours.



**Ella Studer**  
Director, DES

## We Run Businesses Across the Nation Providing Warfighter Support...

- We authorize Military Construction projects (an average of \$125 million annually) ranging from jet fuel storage and delivery systems to the warfighter, to warehouses and other logistics facilities.
- We support many programs and services that enhance the Quality of Life, including cafeterias, child development centers, fitness centers, and family support which meet the needs of 2,800 customers everyday and generate \$5.5 million a year in revenues.
- The Defense National Stockpile Center stores and sells 44 raw materials ranging from Cobalt and Diamonds to Tungsten and Zinc. Sales of commodities earned the Government \$3.3 billion over the last ten years. We loaned Platinum and Iridium to the US Army Space and Missile Defense Command. Our Tungsten reinforces Navy vessels and our Titanium was used on the M1Abrams Tank Upgrade.
- Our Enterprise approach to Public Safety includes standardizing police uniforms, equipment, and vehicle markings at all DLA Installations.



## Our Focus on Cost Avoidance Supporting the American Taxpayer...

- By implementing the automated Defense Travel System (DTS), DES achieved \$518,000 in cost avoidance in one year alone. DLA travelers cover some 30 million miles a year – that's 126 trips to the moon!
- Defense National Stockpile Center profits supplement military service budgets and contribute to programs such as WWII Memorial, Abrams Tank Upgrade, and Military personnel health benefits.
- Our high standards for the DLA police force require attendance at a 13-week course given at the Federal Law Enforcement Training Center (FLETC) to all Federal Law Enforcement agencies. Our partnership with FLETC in one year provided over \$60,000 of cost avoidance to DLA due to tuition discounts.





# DES DLA Enterprise Support

**TOGETHER WE GET IT  
DONE!**



**www.dla.mil**

# Data Tool Helps Meet Higher Demands for Information Without More People

By Defense Logistics Information Service

**W**hen faced with rising workloads and no foreseeable increases in staff, logistics information experts at Defense Logistics Information Service looked to technology to meet the demand for tailored data products known as "TDPs."

Customers today frequently request information in formats and combinations not available in standard DLIS products. The TDPs that DLIS creates are designed to satisfy such customers' information needs. Tailored products consist of extracts of information from various logistics information databases. DLIS delivers TDPs in multiple media including File Transfer Protocol, compact discs, and e-mail. The extracts come in many formats that include text files, spreadsheets, and databases.

There was a 10 percent increase in the demand for TDPs during fiscal years 2002 and 2003, but no additional staff has been available to help with the extra work. In fact, DLIS actually lost two analysts last year through retirement. Additionally, customer requirements have become increasingly complex.

In light of these challenges, the TDP team took the initiative to research tools that could be used to do more sophisticated data transformations and process automation. Their research uncovered a tool called Data Junction. The program provides a comprehensive suite of visual design tools for rapidly building data integration projects that interface with hundreds of data formats and applications. A second Data Junction product, Content Extractor, addresses the classic text mining challenge of creating structured data from raw, irregular text.

The TDP team found one gap in Data Junction.

While the product has robust interfacing and transformation capabilities, it lacks an interface to mainframe applications. The TDP team showed their ingenuity by creating batch files that contained Structured Query Language queries that mimicked the functions of the mainframe application (including automation of setting date ranges for the extracts).

As a result of the team's inventiveness, TDP processes are now automated from end-to-end.

Beginning with setting up the extract job and sending e-mail notification to the computer center to run the job, through obtaining and transforming the output, to sending the output to the customer, all is accomplished through the "push of a button." The TDP workload for fiscal 2004 is estimated to exceed last year's by 37 percent. By "working smarter, not harder," the TDP team has been able to absorb this ever increasing and more complex workload, even with the loss of senior technicians.

Customers use TDPs in many ways. Perhaps the most significant use is in the various Enterprise Resource Planning initiatives now underway in the U.S. Army (Logistics Modernization Program), U.S. Navy and Defense Logistics Agency (Business System Modernization). The beginning of each ERP implementation phase is "TDP-intensive." The Army, Navy and DLA have used TDPs to do initial loads of material master and vendor master tables for each

phase. They are also used to support special studies (such as data cleansing) and audits (including the Government Accountability Office) and to provide cataloging information through such Web sites as the Department of Defense Electronic Mall and the Customer Account Tracking System (WebCATS) (DLA's asset and in-transit visibility system). ♦

*By "working smarter, not harder," the TDP team has been able to absorb this ever increasing and more complex workload, even with the loss of senior technicians.*

# USCENTCOM Sustainment Conference Raises Logistical and Distribution Challenges

By Jack Hooper  
DLA Public Affairs Office

**D**efense Logistics Agency's directors of operations and customer service joined U.S. Central Command, U.S. Transportation Command and senior officials from all military services, the General Services Administration and Army and Air Force Exchange Service to help refine the sustainment process for Operation Iraqi Freedom III and Operation Enduring Freedom VI in support of about 140,000 service men and women fighting the global war on terrorism in Afghanistan, Iraq and the Horn of Africa.

The goal of the Aug. 3-4, 2004 conference at TRANSCOM headquarters, Scott Air Force Base, Ill., was to better synchronize distribution and sustainment to include arming, fueling, maintaining and transporting troops and equipment in support of upcoming and future Operation Iraqi Freedom and Operation Enduring Freedom rotations.

USTRANSCOM was designated by the secretary of defense to be the military's distribution process owner in September 2003.

There are about 200,000 service men and women serving in the USCENTCOM area of responsibility, with the majority of these people serving directly in support of Operations Iraqi Freedom and Enduring Freedom.

Participants provided briefings on the concept of support in the theater of operation, which provided the basis for improvements for the future rotations.

Of particular concern is the need for total asset visibility and in-transit visibility. The former is the ability to know everything in stock in the theater. In-transit visibility, a subset of total asset visibility, is the ability to know what supplies are inbound and where they are in the supply chain "pipeline" at any given time. Both are critical to ensuring the right items are delivered to the right place (or diverted to another area based on changing tactical conditions) when they are most needed.

Radio frequency identification devices and other means of tracking and locating supplies and equipment, and the interrogator devices to read RFID tags will assist in this goal. RFID tags contain electronically embedded information describing the individual item detail for items consolidated for air pallet or in a sea-van container, when they were shipped, from whom and their ultimate destination or requesting unit.

This helps route the pallets or containers as they enter the theater at the ports of entry and significantly reduces bottlenecks at sea and aerial ports. DLA adopted the use of RFID at the onset of Operation Iraqi Freedom and now uses the devices on every container and pallet shipped into the CENTCOM theater from Defense Distribution Center depots and vendors.

"RFID is a prime example of applying technology to enhance the war fighters' situational awareness and improving the common operating picture of logistics on the battlefield,"

said Maj. Gen. Daniel Mongeon, director of the DLA Logistics Operations Directorate. "DLA takes this initiative and concept as a top priority to ensure the warfighter has visibility of his stocks moving to him in the distribution pipeline. This lets him make sound logistical decisions and improves combat readiness."

Mongeon said "pure pallets" -- those packed with supplies destined for a single identified unit -- are another example of a combat multiplier. "This is an example of how DLA transforms business processes to flex to warfighters' needs," he said. "Working closely with our military service customers, we consolidate material onto air pallets in accordance with a structured route plan based on where units are arrayed on the battlefield."

One significant change planned for Operation Iraqi Freedom III will be the early deployment of some 24 combat service and service support units. This will let logisticians and transporters be in theater and operational when the rotating troops arrive. In previous rotations, the troops and supporting units were arriving at the same time in the rotation. This caused start-up challenges for both the replacement warfighters and supporting elements.

Larry Glasco, director of the DLA Customer Relation Directorate, said the conference was invaluable. "Meeting with our customers, CENTCOM and its component activities, and hearing firsthand their requirements and concept of operations,



gives the DLA enterprise the opportunity to validate its capabilities to support their requirements,” he said. “If requirements indicate we need to engage the U.S. industrial base, it gives us a jump on satisfying those

requirements through contractual means in a timeframe acceptable to the customer.”

The conference concluded with multiple “taskers” to be worked by many of the attendees. All, however,

agreed this was a tremendous start at solving many of the long-standing issues of integrating deployment and distribution of equipment and supplies destined to support deployed troops in Afghanistan and Iraq. ♦

# U.S. and U.K. Ally for Data Quality

By Tim Hoyle

Defense Logistics Information Service

Public Affairs Office

**T**hree visitors from the United Kingdom’s Ministry of Defence visited the Defense Logistics Information Service in Battle Creek, Mich., in early August 2004 to share information on data cleansing.

“When we heard about DLIS, we recognized an opportunity for an exchange of ideas,” said Maj. Paul Jeffries, a Royal Logistics Corps officer.

The visitors presented “The Cleansing Project,” which systematically reviews the data in British military logistics information systems to ensure its accuracy. The project’s data quality initiatives revolve around five processes including data audit, data cleansing, data management, data policy and support (training quality initiatives). Their technique identifies data issues to the authoritative source and works with the

source to identify the most efficient way to cleanse the data.

Members of the Data Integrity Branch at DLIS provided many presentations on the quality efforts that are currently being pursued, including the implementation of a data quality plan across DLIS that will measure and evaluate the data that it maintains for a wide range of customers.

“We spend a lot on developing new programs and ensuring the security is there. Quality is also important and we want to ensure these issues are addressed up front as well,” said Elaine Chapman, chief of DLIS Data Integrity Branch. “We look at data as the ‘DNA’ of logistics information.”

“The Quality Database is something we can use as a starting point,” said Sylvia Phoenix, TCP data project manager. Phoenix indicated that the British team was also interested in demilitarization coding, which marks sensitive items for special disposal when no longer needed by the Department of

*See U.K., page 24*



From left to right: Theresa Riley briefs Maj. Paul Jeffries, Royal Logistics Corps; Paul Nettle, senior data project manager; and Sylvia Phoenix, data project manager, about the Customer Contact Center that Riley oversees for DLIS.

Defense. She was also interested in the Government Industry Reference Data Edit and Review or GIRDER program where DLIS collaborates with industry to ensure the reference data is current for the soldier in the field.

Both agencies agreed there is a real need to ensure quality data and to get the most from money invested in today's systems and products. The agencies have experienced similar problems with data cleansing and face many of the same challenges.

"It was a great opportunity to see we were doing many things the same and yet have an opportunity to expand our programs from the things we do differently," Jeffries said. "From the excellent presentations, it is very clear that DLIS is serious about data quality."

The visitors were especially interested in "Phyllis," the virtual representative on the DLIS Web site, and in the Customer Contact Center, which processes the questions Phyllis cannot answer or deals with those customers who prefer talking with a live agent.

"We hope to bring some of these ideas into our own center of excellence," Phoenix said.

Another thing the U.K. would like to do, according to Paul Nettle, TCP senior data project manager, is adopt a single logistics system by 2008. "But it probably won't be a commercial one," Nettle explained. "It will probably be based on the functionality of the Royal Air Force's system because it does more than the other services."

"Because of the uniqueness of military operations, there will be times when there will not be anything 'on the shelf'

that will satisfy our needs," added Phoenix.

"Whatever system is chosen," explained Nettle, "there are advantages to the way U.K. forces are supported. We are geographically compact, so it's economical for us to buy centrally and ship."

Besides applying some of the new cleansing techniques obtained from the U.K., DLIS staffers are also interested in a method used by their guests to school less technically savvy colleagues about the need for data quality. "We created a film about a fish tank that shows how fish will eventually foul their tank so that it needs cleansing," Nettle explained.

The exchange of information has proven to be extremely valuable for both agencies, and both parties feel that a resultant willingness to partner in future efforts will ensure a continued successful approach to data integrity.

DLIS, a subordinate command of the Defense Logistics Agency, has the mission to create, obtain, manage and integrate logistics data from a variety of sources for dissemination as user-friendly information to meet or exceed the needs of DOD, Federal and international logisticians.

DLA provides supply support, technical and logistics services to the U.S. military services and several federal civilian agencies. Headquartered at Fort Belvoir, Va., the Agency is the one source for nearly every consumable item, whether for combat readiness, emergency preparedness or day-to-day operations.

For more information about data quality, visit the DLIS Web site, [www.dla.mil/dlis](http://www.dla.mil/dlis), or call the Customer Contact Center at (877) 352-2255. ♦

## DLA Reaches Out to Service-disabled Veterans

By Jim Katzaman  
DLA Public Affairs Office

**K**athy Williams, like the rest of the Defense Energy Support Center -- and the rest of the Defense Logistics Agency -- was stumped. She along with other small-business officers and senior procurement executives throughout the Agency were committed, indeed, mandated by Congress, to help service-disabled veteran-owned small businesses gain contracts in the federal government. Yet, when the DLA group convened their quarterly video teleconference in the fall of 2003, the picture was bleak.

In 1999, the president signed legisla-

tion that ordered the government to spend 3 percent of its contract dollars on service-disabled veteran-owned small businesses. The law also established the federally chartered National Veterans Business Development Corporation to help veterans form and expand their small-business concerns. However, that initial legislation did not give federal agencies the authority to set aside procurements specifically for those particular businesses.

Partly because of that lack of authority and partly because, in DLA's case, the Agency wanted suppliers while most of the veteran-owned companies they encountered offered services, the modest

3 percent objective was far out of reach. No DLA activity, no federal agency could meet the goal.

The quarterly video teleconference thus began with DLA small-business directors and procurement executives once more searching for a solution. That was when Williams offered an idea, something she and the rest of her DESC staff talked about a few weeks earlier.

"We were challenged because for the last year we couldn't find service-disabled veteran-owned energy companies for DESC," she said. "We had gone to conferences, and that kind of company just wasn't there. We decided the best way to increase their participation with

us would be to hold our own conference.”

The conference Williams envisioned would be Agency-wide so everyone could benefit, and funds were too tight for an individual activity to stage such an event. DLA Vice Director Maj. Gen. Mary Saunders, who presided at the video teleconference, and the other participants liked Williams' idea. The general gave the go-ahead to put the service-disabled veteran-owned small business conference in motion.

With the agreement of Tom Ray, director of the DLA Office of Small and Disadvantaged Business Utilization, Williams and her staff took the lead and began work toward the conference. Ray and his staff supported DESC, hoping to draw service-disabled veteran-owned small businesses that sold goods the Agency procured. The small-business associate directors from the Defense Supply Centers in Richmond, Columbus and Philadelphia and DLA Enterprise Support Services followed up on the commitment in the video teleconference and signed on to support the conference.

Ray soon learned that more than just vendors were interested in the conference. The Air Force, also trying to draw in service-disabled veteran-owned small businesses, was the first to ask for an exhibit table at the conference. The Navy also asked to participate by manning an exhibit table.

With eager participants at hand, Williams and her staff then turned to Jim Regan who worked many times in the past with DLA as director of the George Mason University, Mason Enterprise Center Procurement Technical Assistance Program. The PTAP helps business firms market products and services to federal, state and local governments and is partially funded by DLA. PTAP centers such as George Mason University work to increase contracting activity between small businesses, prime government contractors and the government. Regan, working with the Department of Veterans Affairs and DESC, provided the facility and helped put together the service-disabled veteran-owned small business conference, which drew more

than 70 service-disabled veteran-owned small businesses and 214 participants.

“The turnout was better than I expected,” Ray said during a break in the June 2, 2004 gathering at George Mason. He was especially happy to note that, after five years of DLA struggling to meet the service-disabled veteran-owned small business goal, a federal acquisition regulation published May 5 of that year finally gave federal agencies authority to set aside procurements for service-disabled veteran-owned small businesses.

“The timing is good,” Ray said, “because now we have the tool to make awards to the veterans' businesses. Now we've got to find the businesses to make the awards to. So, this conference comes at the perfect time. Even though we now have the power to set aside certain procurements, we still need to do outreach efforts such as this conference to broaden our program.”

Between participants on and in front of the stage, Ray and Williams were pleased with the outcome of the one-day gathering. Richard Connelly, director of DESC, from where Williams and her staff conceived of the conference, led off by telling the audience DLA was looking for their kinds of companies to do business with. “Dick's a busy guy with the war [in Iraq] going on,” Ray said, “but he made it a point to be here. He's a Vietnam vet, and emphasized the importance to the Agency of supporting service-disabled veterans.”

Besides Connelly and Regan of PTAP, the conference featured Scott Denniston, director of the Office of Small and Disadvantaged Business Utilization in the Department of Veterans Affairs, and Anthony “Tony” Eiland, director of government relations and veterans outreach for the National Veteran Business Development Corporation, more commonly known as The Veterans Corporation. Eiland was emphatic when he told attendees, “We are your lobbyists.” His firm's ties with DLA are even stronger, Ray said, thanks to a memorandum of understanding with the Agency to enhance business assistance and support to veterans, including service-disabled veterans.

On a broader scale, the conference, Williams proudly noted, carried the theme, “Serving the War Fighter, Past and Present.” “In the future,” she said, “we want to include exhibits by large companies that could work with service-disabled veteran-owned small businesses to become subcontractors.”

For this year's event, Williams allowed that DLA had gotten off to a good start. After the initial briefings in the morning, the afternoon session was a combination of workshops and matchmaking. Workshops featured four DLA Business Alliance Award winners: three small and one large business. These companies represent, according to Ray, “DLA's most outstanding partners, customers and individuals from large, small, small disadvantaged and women-owned small businesses, and agencies employing people who are blind or severely disabled.”

For this conference, representatives from Air BP, a large company, along with small companies Procurenent Inc., WATEC Inc. and Benchmade Knife convened in workshops to give attendees insights on their success and talked about how to do business with the government. In matchmaking sessions, small-business representatives met with people from DLA's supply centers to talk about common needs and set up business contacts.

The emphasis was on everyone taking the initiative, said Peggy Glasheen, DLA program manager for service-disabled veteran-owned small businesses. “We're out here looking for you,” she told the audience, “but you also have to market yourself to us and other buyers. Find out who is the end user, who is the buyer, and put a face on your service.”

With the generally positive response, Williams hoped the inaugural conference would become an annual event.

“Everybody's trying to do something to show what veterans can do for the government, so it's not just a DLA issue,” she said as she thanked those who made the meeting possible. “Besides our DESC staff and the DLA Small Business Office, everyone pitched in. I had the idea, but that was it. They had to come along and implement it.” ♦



# Col. Lally Assumes Command of DLA's Lead Center for Distribution

By Stacy Umstead  
Defense Distribution Center  
Command Affairs Office

**M**ore than five-hundred attendees to the Defense Distribution Center's change of command took their seats to the strains of "Freedom," at a July 27 ceremony in New Cumberland, Pa.

At the ceremony, Army Brig. Gen. Kathleen Gainey relinquished command of the DDC and its 25 distribution centers, to Army Col. Michael J. Lally. Officiating at the ceremony was DLA Director Vice Adm. Keith Lippert.

Members of the Joint Armed Forces Honor Guard, U.S. Army's Military District of Washington, presented the colors as a moving rendition of the National Anthem was performed by local singer Donna Mark Miller. The Army Materiel Command's own 389th Army Band also performed during the ceremony.

During his remarks, Lippert addressed Gainey's many triumphs during her two-year tour at the DDC. "Kathy Gainey has led groundbreaking initiatives to improve DLA's support

to the our customers to include establishing Defense Distribution Depot Sigonella, Italy, and shortly distribution centers in Guam, Korea and Kuwait," said Lippert.

"Through your leadership, the work force has risen to meet seemingly impossible standards, and has been energized with a new vision for being a true world-class logistic provider, and is ready to meet the needs of the warfighter in the future."

Lippert continued by acknowledging the men and women of DDC, "I know I need not remind you of why you are here, but let me assure you that it is your ingenuity, stamina and relentless dedication that ensure our warfighters have the tools they need to complete their mission."

As the organization's colors passed from Gainey's hands to Lally's, Gainey assured her successor that that he was inheriting a world-class team of employees. Lally agreed when it was his turn to speak, "The centerpiece of the DDC and its centers are the military and civilian members. Your talents, expertise, hard work and dedication make this organization



*To symbolize his assumption of command of the Defense Distribution Center, Col. Michael Lally receives the organization colors passed to him by DLA Director Vice Adm. Keith Lippert.*

successful. I look forward to working with you as we provide timely and quality support to our Armed Forces around the world through an efficient, effective and innovative distribution system.”

Lally comes to the DDC after having served as Executive Officer to the Commanding General of the Army Materiel Command.

Attendees to the day's ceremony included many general officers and senior civilians within the Department of Defense, foreign military liaison officers from Australia, the

United Kingdom and Israel, local congressional representatives and community leaders.

The Defense Distribution Center is DLA's lead center for distribution and is responsible for receiving, storing and distributing more than 4 million military items annually in support of Army, Marine Corps, Navy, Air Force and other federal agencies worldwide. DDC is comprised of more than 8,000 military and civilian personnel in twenty-three centers located throughout the United States, Europe, Hawaii and Japan. ♦

# Col. Abel, Jr. Assumes Command of DLA-Europe

*DLA-Europe*

**C**ol. Paul Abel, Jr. assumed command of Defense Logistics Agency-Europe July 15, 2004.

A native of Annapolis, Md., Abel was commissioned as a second lieutenant in the Transportation Corps upon graduation from the U.S. Military Academy, West Point, N.Y., in 1982.

Prior to coming to DLA, Abel commanded the 125th Support Battalion, 1st Armored Division, Fort Riley, Kan., from 1999 to 2001. He then served as a logistics staff officer, Strategic Mobility Division, G-4, Army Staff, Washington, D.C., from 2001 to 2003.

His civilian education includes a bachelor of science from the U.S. Military Academy, a master's degree in management from the Florida Institute of Technology and a master's degree in national security strategy from the National War College.

His military education includes the Transportation Officer Basic and Advanced Course, Logistics Executive Development Course, U.S. Army Command and General Staff College, Armed Forces Staff College and the National War College.

Abel has held a wide variety of command and staff positions. From 1983 to 1985 he was assigned to the

5th Infantry Division (Mechanized) at Fort Polk, La., where his positions included truck platoon leader and company commander within the 105th Supply and Transport Battalion; transportation control officer within the 705th Support Battalion (Main); and assistant division transport officer.

From 1986 to 1989 he was assigned to the 8th Infantry Division (Mechanized) at Bad Kreuznach, Germany, where his positions included assistant division transportation officer and company commander and operations officer within the 708th Support Battalion (Main).

From 1990 to 1991, Abel served as an instructor at the Transportation Center and School at Fort Eustis, Va. In 1991 he was assigned to the 22nd Support Command at both King Khalid Military City and Dhahran, Saudi Arabia. With the 22nd Support Command, he served as both a staff transportation officer for the assistant chief of staff for transportation and as the executive officer to the deputy commanding general for operations and transportation.

In 1992, Abel served with the Military Traffic Management Command-Transportation Engineering Agency at Newport News, Va. From 1992 to 1995 he served with the 1st

Cavalry Division at Fort Hood, Texas, as the division transportation officer and support operations officer for the 15th Support Battalion (Forward).

From 1996 to 1997, Abel was assigned with the 1st Transportation Movement Control Agency in Kaiserslautern, Germany. He was then assigned to J-4, U.S. European Command in Stuttgart, Germany, from 1997 to 1999.

His awards include the Legion of Merit, Defense Meritorious Service Medal, Meritorious Service Medal (four oak leaf clusters), Joint Service Commendation Medal, Army Commendation Medal (five oak leaf clusters), Army Achievement Medal (six oak leaf clusters), Army Good Conduct Medal, National Defense Service Medal, Armed Forces Expeditionary Medal, Southwest Asia Service Medal, Armed Forces Service Medal; Army Service Ribbon, Overseas Service Ribbon (three awards), NATO Medal and the Kuwait Liberation Medal (KU).

Additionally he is authorized to wear the Joint Meritorious Unit Award (two oak leaf clusters), and is a member of the Ancient Order of Saint Christopher for Transporters and the Honorable Order of Saint Barbara - the Patron Saint of Field Artillery. ♦

# Activity Celebrates a Decade Online

By Tim Hoyle and Erica Torres  
Defense Reutilization and Marketing Service  
Public Affairs Office

**A**s early pioneers in the use of the World Wide Web, members of the Defense Reutilization and Marketing Service and its friends gathered in Battle Creek, Mich., to celebrate a decade of initiatives allowing the activity to link its worldwide field offices online.

Since July 15, 1994, military units and other eligible customers have been able to use the DRMS website ([www.dla.mil/drms](http://www.dla.mil/drms)) to locate reusable items no longer needed by their original owners. By 1997, DRMS reduced customer dependence on the in-person “shopping” system and the voluminous manual record-keeping and accounting system that accompanied it.

“It really changed the way we do business and how our customers do business with us,” said Rod Moskun, DRMS Applications Division chief, who helped create the site. “It used to be that the local screeners had a monopoly on what was available in excess, but this application leveled the playing field for customers worldwide.”

The site enables the worldwide availability of items because customers can submit items to DRMS field offices or enter information about the property into DRMS’ online inventory. Either way, customers who need the items being submitted no longer have to travel to where they are stored. The military, other government agencies and eligible non-profit groups no longer match their needs solely against the inventory available in their area. Users can view photos of items and can search the database for specific items. Defense Department users can also place an order electronically. As a result, more excess and surplus property is being reused, transferred or donated to customers who might otherwise have had to purchase new items.

Army Col. Patrick O’Donnell, DRMS commander, congratulated his Web team for their excellent support and contributions to the Web site. “The site is very remarkable and used for many different things that our customers depend on. This has been quite an accomplishment and a home grown affair,” O’Donnell said.

Scott Riddle, DRMS Webmaster, helped develop the site, which he remembers as a “guerilla development” exercise. “There were no standards or Microsoft Project timelines,” Riddle said. “We just put it up as soon as it worked. The challenge was that people were able to view the real-time DRMS inventory online from day one. It was never just brochure-ware.”



*Defense Reutilization and Marketing Service Webmaster Scott Riddle slices the tenth anniversary cake as Web page co-founder Rod Moskun, DRMS Applications Division chief, observes.*

Dramatic increases in the site’s usage over the past decade demonstrate the effectiveness and popularity of electronic searching and ordering of property on the DRMS site. The site has increased DRMS’ revenue and efficiency through the creation of a “virtual warehouse.”

“Just imagine what it would be like trying to do your job without the World Wide Web. It’s a pretty tough thing to do,” said Paul Mank, DRMS director of information technology.

Property searches by National Stock Number increased 466 percent in 1999 from 1996 figures. Monthly requisitions reached 6,000 by then, a 255 percent increase since 1996. At the end of 1998, DRMS returned \$3.7 billion to the Defense community, \$769 million to other federal agencies, and \$575 million to state and local governments. This was in large part due to the new Internet system. There were 4.5 million hits on the Web site each month in 1999, which was a 1,848 percent increase since 1996. In 2003, Web database searches reached 111,747,812; requisitions for the reuse, transfer or donation of property totaled 198,805; and there were 270 million visits to the site.

By making property information available online, DRMS has given these customers quicker access to

information on property available around the world. The site has been so successful that DRMS was selected as one of 25 national finalists in the Ford Foundation's 1999 competition recognizing "Innovations in American Government." Other awards the site has earned include recognition from the Center for Excellence in Information Technology and the Miles Romney Award from the General Services Administration for excellence in property disposal.

Upcoming changes in the structure of the Defense Logistics Agency will combine certain local information technology staffs from DRMS and the Battle Creek-based Defense Logistics Information Service. The changes will include support for the site; and Rick

Maison, DLIS deputy, talked about how well both organizations were already working together as he offered his own praises of the DRMS Web team's accomplishments.

"It's reflective of the knowledge and skills here," Maison said. "We really think that Battle Creek will be a 'center of excellence' for Web development."

As a field activity of DLA, the logistics combat support agency providing supplies and services to America's military forces worldwide, DRMS provides support to the Defense Department by administering the disposal of excess military property. Most items used by the military are turned in to DRMS to be matched against existing needs. ♦

# DLA Holds Customer Support Representative Conference

By Vicki Christensen  
*Customer Operations and Readiness,  
J-422*

**T**he 37th annual Defense Logistics Agency Customer Support Representative conference was held during August in Williamsburg, Va.

The conference was attended by the Agency's CSRs, representatives from all of DLA's field activities, headquarters logistics operations (J-3) and many other Agency representatives. The agenda featured presentations from each field activity and various program updates. An underlying theme in several presentations was DLA's ongoing transformation. Discussions included organizational changes, transformational efforts and the overall robust health of the Agency's business.

"This conference provides the opportunity to highlight the strong and clear commitment of our CSRs to their customers and to provide updates on the many initiatives underway in the Agency. The support is demonstrated in the superior work that our CSRs do on a regular basis," stated Larry Glasco,

Executive Director, Customer Operations and Readiness (J-4). Glasco urged the CSRs to share what they learn at the conference with their customers.

DLA Director Vice Adm. Keith W. Lippert addressed the group by thanking the CSRs and relaying praise from the customers they support. "I have heard uniform praise for what you [CSRs] do. We have made changes within the Agency based on CSR feedback. Across the board, whatever you do as CSRs, we get rave reviews. My personal compliments to you."

During the five day event, Glasco introduced the first two certified CSRs. The CSR Certification Program establishes a uniform series of steps by which CSRs may evaluate their current skills and knowledge against sets of criteria in 27 broad areas, including materiel management, operations management, process re-engineering and customer service interface, as well as professional standards and skills. The conferring of the certified designation confirms that that individual has achieved mastery of all of those skills and knowledge.

The conference also included service team meetings, training sessions, and workshops which served to provide dynamic sessions covering agency information and specific CSR issues. But even though the official agenda provided a substantial agency update for conference attendees, it was the unofficial meetings that proved to be invaluable to many.

"While attending my first CSR conference was a good opportunity to meet many of the CSRs and to hear the official briefings, it was an ad hoc meeting with four members of the DLA Pacific team that provided a clearer customer focus for me," said Debra Schultz, J-4 Internal BSM Communication Manager. "We met to discuss marketing options which led to a discussion describing the J-4 change management sponsorship program. Some DLA-P employees were not familiar with these ongoing, monthly meetings held with supervisors and change agents and for using this as an avenue to address their BSM/CRM concerns and to invite subject matter experts to speak. It's really about connecting with one customer at a time." ♦



# Employees Recognized for 40 Years of Service

**T**wo former soldiers who transitioned to civil service careers in Germany have been recognized for their 40 years of combined federal service.

Defense Logistics Agency Director Vice Adm. Keith W. Lippert presented certificates and 40-year pins to Robert Baker and Earl Milligan during a visit to Defense Supply Center Philadelphia European Region offices in Mainz-Kastel, Germany.

A native of Springfield, Ohio, Baker joined Defense Logistics Agency in January 1996 as a help desk technician, a position he currently holds with DSCPE.

Baker enlisted in the Army in 1962 as a wheeled vehicle mechanic and later, became a military policeman. He had four tours in Germany - two in Frankfurt and one each in Mainz and Stuttgart - and a tour in Vietnam with the 6/71st Field Artillery. After 21 years of military service, he retired in Germany and went to work for Army Air Force Exchange System Europe as chief of safety and security.

Memphis-native Earl Milligan enlisted in the Army in 1963, retiring in 1985 as a master sergeant. During his military career, he served in Army aviation for 10 years, as personnel sergeant for two years, as data processing noncommissioned officer for four years, and in military club management for six years.

Milligan joined Defense Subsistence Region Europe in January 1994, as a supervisory inventory management specialist, after serving as chief of the Business Operations Division, 415th Base Support Battalion, in Kaiserslautern, Germany. In



*From left, DSCPE Commander Lt. Col. William Zeller, Vice Adm. Keith W. Lippert, Bob Baker, Earl Milligan, and DSCP deputy Steven Bernett, following the award ceremony recognizing Baker and Milligan each for 40 years of federal service. (DSCPE photo)*

June of that year, DSRE became Defense Personnel Supply Center Europe and relocated from Pirmasens, Germany, to Mainz-Kastel.

In April 1999, Milligan was assigned to the position of Chief, Prime Vendor Europe/ Readiness Branch. His branch manages the Subsistence Prime Vendor Europe Program, plans subsistence requirements, including operational rations, for contingencies and major exercises in the European Command and Central Command areas, and manages the operational rations stocked at Defense Distribution Depot Europe, Germersheim, Germany. He currently manages all subsistence support being provided to U.S. Forces serving in Operation Enduring Freedom. ♦

## Supply Technician Named DLA, DOD Outstanding Employee with Disability

*By Jim Katzaman  
DLA Public Affairs*

**F**loyd "Buzz" Crawford III has a simple view of life: "The greatest barriers are the ones we create in our own mind. Once you break down those barriers you can achieve all you want to achieve if you stay focused on your goals."

Not only has Crawford overcome his barriers, he has made such a positive mark among his co-workers that he has been named Defense Logistics Agency's Outstanding Employee with a Disability. In addition, he has been named one of the Outstanding Department of Defense Employees with a Disability.

For the last two years Crawford has worked as an engineering technician for Army Cataloging in the Defense Logistics Information Service Aviation and Missile Command Cataloging Support Branch, providing valuable research on several special projects and work requests. Besides his main duties, he

also volunteered as the branch's point of contact for the Combined Federal Campaign in 2002 and 2003. He is also a member of the People with Disabilities Committee. Crawford has presented his artwork for display in the Federal Center at the Annual Art Ability Art Showcase sponsored by the People with Disabilities Committee. He also volunteers time at onsite daycare facilities to speak to children about living with a disability.

After a spinal cord injury in a childhood diving accident, Crawford now uses a wheelchair and manages his professional responsibilities with the assistance of an ergonomically adjustable workstations, wireless mouse, voice-activated software and telephone headset.

According to Denise Bruce, supervisory supply systems analyst and chief of the Air Section of the DLIS Army Cataloging Division,

Crawford earned his recognition with a combination of attitude, determination and skill.

"Buzz is one of the best morale boosters in the branch that I have seen in my 20-year career," Bruce said. "He is always smiling and laughing and he gets along with everyone. He lifts the spirits of everyone around him. He is very caring and always willing to listen to fellow employees when they need someone to talk to. Buzz's positive attitude, no matter what the situation, is a model for others to follow. He never lets his disability get in the way of anything he wants to accomplish."

Bruce noted that as a supply technician, Crawford has processed more than 5,500 cataloging work requests with minimal assistance or supervision. He has also researched and processed several thousand procurement item description national

stock numbers to support business systems modernization file clean ups.

"When our people are overwhelmed with workload," Bruce said, "Buzz always steps in and volunteers to take on any project that will let the catalogers concentrate on other priorities. Buzz has a great attitude toward his duties and is a true team player. He has taken more than 208 hours of logistics training classes to expand his knowledge. His eagerness to learn new things and take on new challenges shows he is a true leader. He is extremely dependable, has an outstanding work ethic and strives for excellence in all of his responsibilities."

As a member of the Kalamazoo Blazers basketball team, Crawford participates in a program in which his team went to schools and educated children of all ages on safety and disability-related issues. He has been invited to speak at Western Michigan University to college students about living with a disability. Crawford also conducted a presentation on his modified van that he uses as his main source of transportation. He has been interviewed by students at the university about living with a disability and the challenges he faces day to day.

Crawford also has compiled an impressive list of awards in his brief two years at DLIS: the Superior Performance Award for 2003; DLIS Art Ability Award, April 2003; DLIS Art Ability Award, April 2004; DLA CFC Campaign Gold Award, December 2002 and December 2003.

Yet, his greatest award might be his 8-year-old daughter from a nine-year marriage who lives near Crawford's home. They love to draw, play sports and spend time together. "I have a wonderful family who supports and helps me achieve my goals," he said. "I'm grateful for life and live life to the fullest. Above all, I'll never give up on my dreams." ♦



*Undersecretary of Defense for Personnel and Readiness David S. C. Chu presents the Outstanding DOD Employee with Disability Award to Defense Logistics Information Service employee Floyd "Buzz" Crawford III with DLA Director Vice Adm. Keith Lippert. (Photo by Thomas Wilkins)*

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# ***Back from Baghdad -*** **Three DLA Employees Discuss Work at CPA and the Transition Home**

By Joy Kress  
DLA Public Affairs

A typical morning for Defense Logistics Agency personnel, headquartered at Fort Belvoir, Va., might begin with a stop at several security checkpoints, then into the building for a nice cup of coffee to launch the eight hours of the day's work. However, for six months, the mornings of several headquarters complex employees were filled with the sounds of mortars firing and sirens echoing through the Middle Eastern sky. Their day began weaving through a maze of sandbags and trailers to begin a 14-hour-plus workday at the Coalition Provisional Authority in Baghdad, Iraq, in a former palace of Saddam Hussein.

Located in the "Green Zone," the CPA, the interim governing body of Iraq, has been dissolved since June 28, but the contributions of these DLA employees were a part of the process to help rebuild Iraq into a sovereign nation as its citizens prepared for elections Jan. 30.

From security to contracting and fuel supply with the United States' Program Management Office, the contracting activity of the CPA, these DLA employees all volunteered to serve beyond their parent agency. Now that their deployments are over and they have settled back into their regular jobs, some have received Distinguished Service medals, another has moved on to a different agency, but all agree that they would go back in a heartbeat if it were not for their families' anxiety. "It's an experience where you will never be the same, it's the type of service where you can't help but change your perspective and outlook on life," was the common theme of the returning participants.

Where these DLA employees may have never physically witnessed the results of their policy-making for providing and securing supplies for the war fighter while at headquarters, these volunteers had the opportunity to see their work fulfilled firsthand. The immediacy of their policies put into action as well as reaping the benefits of the protection of the world's greatest military armed forces enabled them to draft and implement the preliminary plans for essential support functions for the new Iraq.

The day-to-day dangers and sacrifices were outweighed by the continual and immediate progress of their efforts, while Americans and Coalition forces worked together with Iraqis to set policies to build roads and buildings, develop sewage systems, train and clothe security forces, and deliver fuel and petroleum necessary to keep the country from chaos. These are their stories.

## **Mary Clarke: Operational law practitioner**

Daughter of an Irish immigrant, DLA general counsel lawyer Mary Clarke wanted to give something back to the country that had provided for her family. She found her niche in an opportunity to work on contracts for Iraq's reconstruction.

"I really love operational law," Clarke said, "and I love contracts, which may be a bizarre thing to some people. But to me, contracts are like a great mosaic that you get to put together to change things. This position gave me the opportunity to practice what I love and allowed me to contribute to a cause that I believe in."

The first attorney to arrive with the contracting officers at the PMO in February 2004, Clarke began her work immediately, finding inspiration from the dedication of the military and the judge advocate general attorneys she worked with.

"We were doing everything you could imagine to get what the warfighter needed or what the Iraqi ministries needed," Clarke said.

From purchasing clothes for the new Iraqi army, implementing base support contracting to drafting new procurement laws for the Iraqi government, the main goal for all involved, according to Clarke, was to get the job done right and get it into the government.

A native Philadelphian, Clarke kept in contact with her colleagues in Pennsylvania as well as her coworkers at DLA. "They were all amazing. I felt like I had such a support system while I was away."

By June, Clarke's seniority in Baghdad made her the general counsel for the PMO where she continued to work on contracting issues as well as ethical and organizational conflict issues until returning to the United States in September.

"I think after being in such an intense environment, the adrenaline is always going and you don't even realize it," Clarke said. "Then you come home and there is no real reason for the adrenaline to be pumping so hard, so the adjustment was difficult."

The eight-hour time difference between Baghdad and Virginia did not faze Clarke until she came back to the office, however. "I thought I would be able to just come into the Agency the next day and be done with it," Clarke admitted. "But it was easier to adjust to Baghdad than to adjust to being back in the states."

Even with basic contingency operations training before her deployment, Clarke suggests that for any civilian who may deploy to a war zone, there should be a class or discussion on

what to expect on the return home.

"There were moments of danger, but we were in denial, we never focused on the danger," she said. "It was just a great experience overall and I would recommend it to anyone. The camaraderie and trust you have with the people is just amazing. It was one of the best experiences of my life."

With the intensity of her experience and after 23 years at DLA, she decided to move on to the Defense Advanced Research Projects Agency as assistant counsel.

"I think that there is only so much that you can give to an agency and only so much you can gain. It was time for me to go somewhere else so I could continue doing operational law."

Admitting that she did not appreciate the stress on her the family while she was away, Clarke began to understand all the bad stories her family and the country were inundated with through the national news.

"This is so wonderful," Clarke would tell her family, "we are bringing medical equipment to hospitals that haven't had them for years and years." But, according to Clarke, her family was barraged with scenes of war and death on the national news and believed she was always unsafe.

From Clarke's perspective, another facet that seemed to be left out of the sensationalism of the press was the camaraderie between the coalition and the Iraqi people. "We had Iraqis working alongside Americans trying to better their country, in all different areas and ministries. These people were risking their lives everyday because they had made the decision that they wanted their country to move forward and become a democracy. You didn't see that on the news."

### **Jim Cotton: Task Force Restore Iraqi Oil**

In the first few months of Operation Iraqi Freedom, problems arose in the availability of refined fuel for the Iraqi civilians. According to DLA Director Vice Adm. Keith Lippert, the limited capacity of only one to two days worth of gasoline at Iraqi fuel stations led to riots and civil unrest.

To solve the disparity of these supplies, the Office of the Secretary of Defense tasked DLA to import fuel to the civilian population of Iraq in Task Force Restore Iraqi Oil.

The then Defense Energy Support Center Director of Energy Enterprise Jim Cotton was asked to lead the first team of six into Baghdad to undertake the largest humanitarian fuel distribution and oil infrastructure reconstruction project in military history.

"I felt compelled to participate in this mission," Cotton explained, "because it was critical to the continued success of our Agency as it represented a monumental shift in the historic DESC mission to provide fuel for the warfighter. Now we were tasked to do so to the Iraqi populace under the ideal of humanitarian assistance."

With a competent management staff to take care of his duties at DLA while he was deployed, Cotton found that the most difficult thing would be missing special time with his three children who were all under the age of three.

"I attempted to prepare my children by saying, 'Daddy is going to Baghdad to help President Bush,'" Cotton said. "This seemed to resonate with my oldest son, and to this day, he,

now four, tells different individuals the same saying that I told him one year ago."

Even with his children in the uppermost of his mind, also forefront was successfully completing a mission that was crucial to the revitalization of Iraq. He deployed to Baghdad with his team Jan. 12, 2004 and remained in theater for 84 days to structure, establish and frame the humanitarian assistance and fuel import missions. Two other teams deployed consecutive tours after Cotton's team to see the mission to completion when the task was transitioned to the Iraqi Ministry of Oil.

"It is said that there is strength in numbers and this was never more evident than in this group of five disparate individuals, unified by a single important mission, collectively working toward a common purpose and goal," Cotton said. "I learned how a cohesive group of individuals could be in the face of dangerous hostilities and complex surroundings."

"The group unity was paramount to our mission's success," Cotton continued, "and although each team member encountered their own personal and professional challenges during our deployment, the focus on the mission was sufficient to penetrate through those drawbacks and aim our collective efforts toward mission success."

The team, according to Cotton, had three major objectives once their boots were on the ground. First, the team had to assess the current fuel arrangements in order to assume the mission from Halliburton subsidiary, Kellogg Brown & Root, and then seamlessly transfer the current import contracts to new DESC awarded contracts by April 1, 2004. Finally, petroleum contracts had to be put in place from every geographic border region of Iraq with management and oversight contractor appointments.

"There are few occasions by which individuals can play such a proactive and vital role in the shaping of a geopolitical history of our team," Cotton said, "[including DESC headquarters and associated personnel, the DESC regional offices and subordinate elements and DLA headquarters] fully achieved a commonality of purpose, a sense of direction, and a roadmap of success in providing humanitarian assistance petroleum products to the newly freed Iraqi people."

Due to his outstanding efforts, Cotton received the Meritorious Civilian Service Award for his leadership, courage, technical contributions and positive attitude in executing the mission.

"Coming home is a bittersweet moment," Cotton admitted. "Although we had accomplished all the main objectives and the accolades laid before us were of mission success, I felt as if I was leaving too soon before the reconstruction and rehabilitation of Iraq was complete."

For him, it took several months to adjust to everything from a routine exercise schedule to mowing the lawn to participation in regular family activities.

Now serving as the Deputy Director of the Bulk Fuels Commodity Business Unit Cotton says that he has brought the patience that he learned while being in Baghdad back home with him and finds ways not to take the little things for granted.



"In a social, political and religious perspective," Cotton said, "the friendships and experiences of participating in this mission represented the pinnacle of my early career and continue to serve as a hallmark of my life."

### **Roger McCrady: No security without reconstruction, no reconstruction without security**

For someone who has traveled to over 100 countries, served a career as a military policeman in the Air Force and currently serves as DLA division chief of physical security, you would think that the six month deployment to Baghdad would have seemed like any other to Roger McCrady.

Nevertheless, he considers his experience quantitatively different from other deployments since he has been out of the military for so long. Not knowing exactly how his security expertise would be used in theater, all he knew was that he would be operating out of the Green Zone and would be setting up convoys. When he arrived in Baghdad, he was greeted by his son, an Army combat medic who coordinated a trip from Tikrit to the capital to see him. After the reunion, McCrady was put right to work as the first civilian deputy director of security for the PMO at CPA headquarters.

Tasked with managing a \$300 million budget to provide the security to enable contracting companies to conduct structural and security engineering assessments for the construction of buildings in support of security and justice functions for Iraq, McCrady believed in the PMO mantra—there can be no security without reconstruction and there can be no reconstruction without security.

"Reconstruction is what is going to make the difference," McCrady explained. "If we can rebuild the infrastructure and make the Iraqi people comfortable again to some respect, that will provide the security the Iraqis need to move forward."

Security, according to McCrady, is having an environment where families can walk through the streets at night safely, where raw sewage no longer runs through the streets and into houses, where there is flowing electricity and drinkable water.

However, without security, the work to rebuild the infra-

structure of the country, with over 2300 approved projects on the books, was slow going until a formidable security plan was written and implemented.

With intelligence gathering and assessments by McCrady and the PMO security director (a retired British brigadier general), a security contract was awarded to Aegis Defense Company that would fulfill the security structure that the team had designed to protect areas and workers who would be working on reconstruction projects for the PMO.

"After we awarded the contract we thought we would have the roads armed to the teeth," McCrady said, "but then April 2004 happened and the world collapsed. Suddenly things were getting blown up by extremists and people were getting killed and we had to improvise, adapt and overcome."

Saying he stayed angry most of April because it seemed like the insurgency kept undoing plans that made his team (now made-up of four) feel like they were working in circles, he started to see daylight in May.

Needing to coordinate with division commanders, McCrady and the security team began to conduct physical security assessments for project sites and cities around Baghdad as well as Fallujah and Al Ramadi.

"It was interesting," McCrady said, "because while the military was going out and hunting people down, we were hunting people down to hire them, to give them jobs to work on construction sites."

But traveling in convoys and hunting people down for employment was replete of danger.

"There were moments that got pretty hairy," McCrady said, "times that got real close to being the last time. In the U.S., we take everything for granted, but in that environment you can't take anything for granted, the thing you took for granted might kill you. The experience has definitely changed my outlook and helped me grow. You appreciate things more."

McCrady acknowledges that seeing his work come to fruition in theater was refreshing from the necessary, but often day-to-day bureaucracy that he was used to. "I have been

## **Maj. Gen. Mullis Selected to be Joint Reserve Readiness Director**

In December 2004, Air Force Maj. Gen. Betty L. Mullis was assigned to the position of Director, Joint Reserve Readiness, Joint Reserve Force, J-9, at the Defense Logistics Agency. She is also the mobilization assistant to DLA's deputy director.

Prior to this assignment at DLA, Mullis served as mobilization assistant to the Commander of Air Education and Training Command at Randolph Air Force Base, Texas.

A pilot with more than 4,900 flying hours in military aircraft, Mullis has served in a variety of flying assignments

and participated in worldwide air refueling and airlift operations during Operations Desert Storm, Provide Hope and Joint Endeavor.

Mullis was born in St. Francis, Kan., and grew up on a farm near Idalia, Colo. In 1970, she received a Bachelor of Science degree in biological sciences from the University of Northern Colorado. She completed both Squadron Officer School and Air Command and Staff College in 1981, and in 1982, earned a Master's Degree in Operations Management from the University of Arkansas. Mullis completed the Air

working on policy at DLA that might not be implemented for years, but in Baghdad I saw the impact of decisions in minutes.”

Returning to Fort Belvoir in July, McCrady was awarded the Exceptional Civilian Service Award Aug. 20 for distinguishing himself under personal danger during his task.

With great support from his DLA colleagues, McCrady says that everyone should be proud of what they do for supplying the troops and keeping up their morale.

“I would highly encourage any DLA employee who has the opportunity to go to Iraq, especially anyone who hasn’t been in that type of environment,” he said. “Many people come back with a better pride in their country and a better understanding of what it is that we do here at the Agency. I am proud to work for DLA—it’s a tremendous job.”

Note: Many other DLA employees supported offices with the CPA in Baghdad and at the Pentagon. Due to space constraints, not all stories could be highlighted. ♦

## Rear Adm. Percy is New Director, Joint Reserve Forces, J-9

**R**ear Adm. Robert Ryland Percy, III, SC, U.S. Naval Reserve, became the Defense Logistics Agency’s Director, Joint Reserve Forces, J-9 on Nov. 1, 2004. This is Percy’s second tour of duty with DLA; he previously served on the Navy Reserve Unit staff at Headquarters from 1996-98.

Percy graduated from Louisiana State University in 1971 where he majored in accounting. He entered the Naval Reserve as a Reserve Officer Candidate in 1970 and received his commission as an Ensign in November 1971 from the Navy’s Officer Candidate School, Newport, R.I. After completion of the Navy Supply Corps School in Athens, Ga., he was assigned as Assistant Supply Officer/Technical Supply Officer at the

U.S. Naval Magazine, Guam, Mariana Islands.

Upon release from active duty, he attended the Louisiana State University Law Center where he received a Juris Doctor degree in 1976.

Previous assignments include Commander, Naval Expeditionary Logistics Support Force, Williamsburg, Va.; Commander, Logistics Task Force Atlantic, Norfolk, Va.; Deputy Commander for Procurement Management, Naval Supply Systems Command, Mechanicsburg, Pa.; Chief of Staff of the Navy Reserve Contingency Support Team, Ft. Belvoir, Va.; Director of Professional Development, Naval Reserve Readiness Command Region Ten, New Orleans, La.; Commanding Officer of DLA Depot Mechanicsburg/Memphis

109, Memphis, Tenn.; Commanding Officer of ABFC Supply Support Unit 209, Bessemer, Ala.; and Commanding Officer of Cargo Handling Battalion Thirteen, Gulfport, Miss.

Percy and his wife, Patricia, are the parents of five children and live in Ascension Parish, La. He has practiced law for over 25 years, primarily in the areas of civil litigation, commercial transactions and governmental law, and is the senior partner in the firm of Percy & Percy in Gonzales, La. He also serves as the City Attorney of Gonzales, La., and is a Board Member of St. Elizabeth’s Hospital.

Percy’s awards include the Legion of Merit, the Defense Meritorious Service Medal, the Naval Meritorious Service Medal and the Navy Commendation Medal (two awards). ♦

War College program in 1994.

Mullis was the Air Force Reserve Military Representative to the Defense Advisory Committee on Women in the Services (DACOWITS) from 1995-97 and currently serves on the Reserve Forces Policy Board, as well as the Air Reserve Forces Policy Committee.

Mullis is a member of the Air Force Association; Women in Aviation, International; Airlift/Tanker Association and Women Military Aviators. She is a lifetime member of the Reserve Officer’s Association and the Order of Daedalians.

Previous assignments include Commander, 336th Air Refueling Squadron, March Air Force Base, Calif.; Special Assistant to the Commander, 452nd Air Mobility Wing, March Air Force Base, Calif.; Vice Commander, 452nd Air Mobility Wing, March Air Reserve Base, Calif.; Commander,

940th Air Refueling Wing, McClellan Air Force Base, Calif.; Mobilization Assistant to the Commandant, Air War College, Maxwell Air Force Base, Ala.; Mobilization Assistant to the Director of Operations, Headquarters Air Education and Training Command, Randolph Air Force Base, Texas

Mullis’ awards include the Legion of Merit, the Meritorious Service Medal with one oak leaf cluster, the Air Medal, the Aerial Achievement Medal, the Air Force Commendation Medal with one oak leaf cluster, the Air Force Achievement Medal, the Air Force Outstanding Unit Award with valor device and four oak leaf clusters, the Combat Readiness Medal with four oak leaf clusters, the National Defense Service Medal with one campaign star, the Armed Forces Service Medal, and the Air Force Longevity Award with five oak leaf clusters. ♦

# DSCP's Director of Small Business Earns JWOD Recognition

By Sarah Walpole  
NISH National

*Editor's Note: Sarah Walpole is a marketing specialist for the National Industries for the Severely Handicapped*

**J**WOD sources are a vital link in the logistics support chain. I can't overstate how important they are to the success of DSCP and our military forces. We owe them our deepest thanks," stated Michael McCall, Defense Supply Center Philadelphia Director of Small Business.

During fiscal 2003, DSCP awarded more than \$569 million worth of contracts to Javits-Wagner-O'Day community rehabilitation programs. In the same fiscal year, approximately \$497 million was awarded to the National Industries for the Severely Handicapped through Indefinite Quantity Contracts. McCall, August 2004's JWOD Champion, is part of the reason for this tremendous amount of business that has resulted in over 6,000 jobs for people with disabilities.

"NISH community rehabilitation programs are an integral part of military readiness, as they provide clothing, textile and other items that our fighting forces wear or take into battle," McCall said. JWOD contractors provide numerous items to DSCP, including Chemical Protective Suits, bandages, first aid kits, surgical apparel, and duffle bags.

McCall has spent 22 years in the contracting field. In his current position, he has responsibility for the management and administration of DSCP's small business and small disadvantaged business utilization programs and serves as Headquarters Defense Logistics Agency Staff Specialist for the JWOD Program. Additionally, McCall provides leadership to a staff of commodity specialists and support personnel. Prior to entering his current position, McCall served as a contract specialist and contracting officer as well as a procurement analyst. He holds a Bachelor's degree from LaSalle University (Philadelphia, Pa.) and an MBA from Saint Joseph's University (Philadelphia, Pa.)

In addition to manufacturing critical products to the military, JWOD contractors provide an American manufacturing base that may be relied upon to produce additional items in times of war. Since CRP workers are not likely to be called on to go to war, JWOD contractors represent a stable industrial base.

One of McCall's favorite parts of his job is visiting CRP locations throughout the country and meeting the individuals who provide these goods to the military. McCall organizes visits to CRPs for a variety of different personal and professional reasons.

"We have the opportunity to observe the employees' outstanding dedication and commitment. It's really gratifying. When the



Michael McCall  
DSCP, Director of Small Business

CRP employees see the Brigadier General come by for a visit, their faces just light up," he said. "We strive to maintain strong business ties with JWOD entities, because this country needs to take advantage of everyone's productive talents and abilities," McCall continued. "JWOD sources provide some of the most vital go-to-war items for our military – and they do it well."

McCall has been a supporter of the JWOD Program for years and has wholeheartedly supported the program throughout his tenure.

"Mike epitomizes the phrase JWOD Champion. He's earned



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this title through years of devotion to his job, his customers and the CRPs,” stated Jean Ann Grandinetti, Executive Director, Products Business Unit, NISH. “Due to his in-depth knowledge of the JWOD Program and the federal customer’s needs, he is able to provide immediate solutions to any one of a myriad of situations.”

Like many JWOD Champions, McCall also has been successful in promoting the abilities of people with disabilities.

“The contracting people I’ve worked with have been a bit reluc-

tant in the past, especially if they already have resources in place,” McCall noted. “I’m an advocate and try to promote the good points and benefits of the JWOD Program. We’ve been pretty successful and I’m happy about that.”

McCall feels that the JWOD Program is a good use of government money and adds considerable benefit to the community.

“Mike was instrumental in IOI’s receiving the duffle bag procurement addition,” said Harry Baughn, operations manager of CRP Industrial Opportunities

Incorporated, and member, NISH Board of Directors. “We appreciate his assistance in creating these 54 jobs. It causes a big impact in a rural area such as this one - not just on those employed, but on the local economy, too.”

“When viewed Government wide, it is easy to understand how the JWOD program serves the goals of society and the taxpayer,” McCall concluded. “I can certainly tell buyers, contracting officers, and managers that there are considerable benefits and rewards for promoting the program.” ♦

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# DLA Employee Receives Outstanding Contributions Awards From Javits-Wagner-O’Day Program

By Stephanie Lesko  
JWOD

*Editor’s Note: Stephanie Lesko is a Public Affairs Specialist for the Javits-Wagner-O’Day Program*

**J**ack London, Product Executive – Chemical Suits/Shelters, at the Defense Supply Center Philadelphia, Pa., has been selected to receive an Outstanding Contributions Award by the Committee for Purchase from People Who Are Blind or Severely Disabled. The Outstanding Contributions Award recognizes federal employees for their efforts in creating employment opportunities on federal contracts for people who are blind or have other severe disabilities under the Javits-Wagner-O’Day Program.

“Mr. London [is a] strong proponent of the JWOD Program and most deserving of this award. Through his efforts, they have been able to create stable, meaningful employment for individuals who are blind or severely disabled,” said Steve Schwalb, Committee Chairperson.

London has strived to increase support for the JWOD Program at DSCP over the past six years. He has served as the primary focal point with the JWOD Program for Joint Service Lightweight Integrated Suit

Technology, a vital chemical protective item provided to deployed U.S. troops. As a result of his influence, the JSLIST Chemical Protective Suit Program provided 2,000 jobs for people who are blind or severely disabled in fiscal 2003.

The Outstanding Contributions Awards were presented at the NISH 2004 National Training Conference held, in Hollywood, Fla.

The Committee for Purchase From People Who Are Blind or Severely Disabled is an independent federal agency that administers the JWOD Program, which creates employment opportunities for persons who are blind or have other severe disabilities. The Committee’s primary means of achieving its employment goal is through orchestrating Government purchases of supplies and services from nonprofit agencies employing such individuals.

NISH, which serves people with a range of disabilities, is one of the two national, nonprofit organizations designated by the Committee to assist in the implementation of the JWOD Program. Together with National Industries for the Blind, these two agencies assist over 600 community-based nonprofit agencies who participate in the JWOD Program. ♦

# Zuchowski Wins 2004 Excellence in Traffic Management Award

By Dena Selkow  
Defense Supply Center Philadelphia  
Public Affairs Office

**D**efense Supply Center Philadelphia traffic management specialist Lorraine Zuchowski is the recipient of the Surface Deployment and Distribution Command's Excellence in Traffic Management Award. Zuchowski makes transportation arrangements to supply the warfighter with food, clothing and medical supplies.

"Lorraine has routinely performed above and beyond," said Anne DiSciullo, Zuchowski's supervisor. "Anytime there is a disaster where relief is needed, DSCP is called upon to provide things like meals-ready-to-eat and Lorraine makes those deliveries happen."

Annually, SDDC honors outstanding traffic managers representing the military services, the Defense Logistics Agency, the U.S. Coast Guard, and the Army and Air Force Exchange services. Civilian employees GS-12 and below and military members are eligible for the award.

Zuchowski's job involves getting trucks arranged to move items on a daily basis.

Zuchowski must make this happen quickly, accurately and with much coordination, said DiSciullo.

"The conflicts that have arisen since September 11, 2001 have greatly increased my workload and I feel a sense of pride and accomplishment that my work has been recognized. The best part of my job is being able to accommodate the warfighter and help them do their job as comfortably as possible."

"The hardest part of Lorraine's job is getting truckers to accept last minute, high visibility, and high priority shipments," said DiSciullo.

"When the large fires were raging in California last year, DSCP was asked to provide humanitarian relief cargo to the firefighters and Lorraine had the first shipment delivered the next day," DiSciullo continued. "She has performed these types of movements regularly, every earthquake,

flood, and hurricane usually calls for some relief that DSCP provides and Lorraine is involved in delivering these necessary items."

DSCP Commander Brig. Gen. Raymond Mason echoed DiSciullo's thoughts, telling Zuchowski how proud he is for her outstanding dedication to team DSCP and the warfighter customers. "Thank you again for your selfless service," he said. ♦



*Lorraine Zuchowski from the Defense Supply Center Philadelphia, recipient of the Surface Deployment and Distribution Command's (SDDC) 2004 Excellence in Traffic Management Award.*

# EPA Honors Richmond Team

By DSCR Public Affairs

A program based at the Defense Supply Center Richmond, Va., to recover and reuse industrial gasses has received an award from the U.S. Environmental Protection Agency.

The award recognizes the program's work with the military in The Netherlands to reclaim halon, a compound used to extinguish fires, and make it available to U.S. military customers in Europe as needed.

The Department of Defense Ozone Depleting Substances Reserve

Program Team received the EPA Stratospheric Ozone Protection Award award. The program team is an element of DSCR's Resource Management directorate.

The EPA founded its Stratospheric Ozone Protection Award in 1990 to recognize outstanding contributions worldwide to protect the Earth's ozone layer.

The DOD and Defense Logistics Agency each received a 2004 Stratospheric Ozone Protection Award as participants on the Netherlands-U.S. Military and Environmental Halon Leadership

Team that also included the Netherlands ministries of defense and environment and the Netherlands Halon Bank Association.

This award was based on the innovative new partnership DLA began in collaboration with the EPA to safeguard the U.S. military's supply of ozone-depleting substances for essential uses and to safely destroy unneeded substances from the U.S. military in Europe.

Additionally, the Netherlands and the U.S. DOD/DLA were recognized for their individual accomplishments. ♦

## Report Alleged Fraud, Waste, Abuse or Mismanagement

To report instances of alleged fraud, waste, abuse or mismanagement in DLA/DOD programs or operations, contact one of the following:

The DLA Complaint Program Web site at: [www.dla.mil/dcica](http://www.dla.mil/dcica)

The DLA Complaint Program at 1-800-411-9127 or  
DSN 427-5447, Fax 703-767 5474 or DSN 427- 5474

Write to the DLA Complaint Program:  
Complaint Investigations (DCIA)  
Defense Logistics Agency  
8725 John J. Kingman Road, Suite 2358  
Fort Belvoir, VA 22060-6221

The DOD Defense Hotline Program Web site at:  
[www.dodig.osd.mil/hotline](http://www.dodig.osd.mil/hotline)

The DOD Defense Hotline Program at  
1-800-424-9098 or

Write to the DOD Defense Hotline Program:  
Defense Hotline  
The Pentagon  
Washington, DC 20301-1900

The DOD Defense Hotline e-mail at:  
[hotline@dodig.osd.mil](mailto:hotline@dodig.osd.mil) ♦



